



**King County**  
Elections

# Updated Elections Recommendation Matrix

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## Updated Elections Recommendation Matrix

Revised as of 5/22/08

MATRIX LEGEND			
Implementation Categories	Definition	Guiding Principles	
1. Strategy	There are three parts to KCE strategy: 1) a transition to Vote-by-Mail; 2) business and operations plans that define staff roles and responsibilities in support of the transition to Vote-by-Mail; and 3) proactive leadership committed to developing and maintaining a high performance team.	Business Strategy	Organization Strategy
		Products & Services	Mission
		Core Competencies	Guiding Principles
		Performance Against Key Success Factors	Sense of Shared Vision
		Distinguishing Strategy	Management Philosophy
		Objectives & Goals	
2. Culture	Culture is how KCE really operates. Culture mirrors the true philosophy and values of the organization - the ones people actually practice. Culture therefore is a determinant of how well KCE translates its organization strategy into action.	Work Culture Norms	
		General Morale	
		Job Satisfaction	
		Worker Attitudes, Behaviors, Beliefs	
		Management Attitudes, Behaviors, Beliefs	
3. Core Processes	A core process is the major flow of work through an organization. KCE's core process is performed by three units: Elections Operations, Voter Services, and Ballot Processing & Delivery. Administrative, financial, and technical functions align to support the core process. Understanding, streamlining, and properly supporting the core process is central to delivering elections services to the public. The core business process of KCE is being transformed by the transition to Vote-by-Mail. A temporary team has been formed to support and facilitate this transition.	Core Processes	
		Support Processes	
		Key Process Variances	
		Process Cycle Time & Efficiency	
		Computer Delivery System	
4. Systems	Three (3) kinds of systems help organize, support and coordinate KCE: 1) Coordination systems; 2) Development systems; and 3) Budget systems. 1) Coordination systems are the policies and procedures that establish how things should be done. 2) Development systems help employees develop and perform within the organization. 3) Budget systems identify necessary resources and manage expenditures for cost effectiveness.	Coordination Systems	Development Systems
		Communication & Information Sharing	Recruitment, Selection & Retention
		Decision Making & Authorization	Orientation
		Policies & Procedures	Training & Development
		Budget Systems	Progression & Promotion
		Key Results Area	Performance Evaluation & Feedback
		Measurement & Tracking Systems	Recognition
		Resource Inventory; Equipment, Capital, Manpower, Materials, Technology	
5. Structure	Structure is how people are organized around the processes KCE uses to carry out its mission. Structure defines responsibilities and relationships between people. Structure shapes the allocation of resources to units within KCE.	Organizational Design/Structure	
		Task & Resource Allocation	
		Internal/External Relationship Management	
		Functional Responsibilities	
6. Environment	KCE can flourish to the extent the organization performs well within its external environment (e.g., public expectations, legislative requirements, new technologies, financial resources).	Key Customers	
		Key Suppliers	
		Stakeholders	
		External Influencing Factors	
		Technology Assumptions	

Acronyms	Description
CEOC	Citizen Elections Oversight Committee Recommendation
EC	Elections Center Independent Audit Recommendation
ITFE	Independent Task Force on Elections Recommendations
NA	Information Not Available
EAC	Election Assistance Commission
Other	Each recommendation is labeled with the Source Report (CEOC, ITFE, CE) where it originated as well as a number or specific section (e.g., training, leadership, etc.) where it can be found in the report.
	Yellow colored sections indicates a recommendation appearing in 2 or more reports (CEOC, ITFE, CE).

Source Documents	Description
CEOC04	Citizens' Elections Oversight Committee Report on King County Elections - May 2004
CEOC06	Citizens' Elections Oversight Committee Report on King County Elections - March 2006
ITFE-TR	Independent Task Force on Elections Technical Report - July 27, 2005
ITFE-FR	Independent Task Force on Elections Final Report to the King County Executive - February 28, 2006
EC	Election Center King County Elections Operations Audit - October 3, 2005
SEC06	King County Elections Security Plan - November 16, 2006
COW0107	King County Council Committee of the Whole minutes - January 29, 2007
EAC	Best practices from the Election Assistance Commission - December 2007

# Updated Elections Recommendation Matrix - Roll-up

Revised as of 5/22/2008

Recommendation Description		Source	Priority (H/M/L)	Owner(s)	Status	Completed
<b>1. STRATEGY</b>						
1.1	TRANSITION TO VOTE BY MAIL: Establish and successfully implement all-mail elections in King County by: a) Identifying and creating ballot drop off locations; b) establishing and locating regional voting centers; c) upgrading ballot tabulation systems; and d) automating ballot tracking and accountability.	CEOC EC ITFE	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Tech. Services Mgr.	a) Vote-by-Mail Plan, Voter Registration Processing Improvements Report, and Security Plan submitted to KC Council; b) Organizational Effectiveness work underway w/KCE, with final OE Plan & Benchmarks due 6/30/07; and c) Public Engagement and Accountability Plan due 6/30/07.	See sections
1.2	PLANNING: Continue to develop, implement, and communicate Strategic, Business, and Operations plans.	CEOC ITFE	H	KC Executive KC Council Elections Director Asst. Elections Director KCE Sup. of Elections KCE Program Mgrs. Tech. Services Mgr.	a) Waldron & Company was retained to work with KCE as a consultant on Organizational Effectiveness; b) KC Council has taken numerous legislative actions to support improving elections system; and b) Recruitment of Elections Director underway.	See sections
1.3	LEADERSHIP: Develop and demonstrate proactive and committed leadership needed to support a sustained effort to continue to reform the system by which elections are conducted.	CEOC ITFE	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Trans. Mgr. Tech. Services Mgr.	a) Vote-by-Mail Plan submitted to the KC Council 2/15/07	See sections
<b>2. CULTURE</b>						
2.1	Develop and establish a work culture that will inspire ownership and accountability to produce a high performance organization. Develop performance benchmarks and systems to help measure staff morale.	CEOC ITFE	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Trans. Manager Tech Services Mgr. Admin. Svcs. Mgr. Comm. Specialist	a) Team development in Vote-by-Mail transition planning; b) Management and leadership coaching underway. C) Organizational development training continues through 2008.	See sections
<b>3. CORE PROCESS</b>						
3.1	VOTE BY MAIL PROCESS: This section was integrated after the recommendation matrix was updated in order to keep it synchronized with the OE Plan. To reduce redundancy, specific VBM details are already incorporated into the below areas and will otherwise be specifically called out in the OE Plan.			Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Trans. Mgr. Tech Services Admin. Svcs. Mgr.	Please refer to the OE Plan which will specially address recommendations that speak to the Vote By Mail Process.	See sections
3.2	SECURITY: Establish, maintain, and regularly review a comprehensive Security Plan for KCE that addresses guiding law, policies and best practices regarding: Physical and Personnel Security, Legal and Procedural Security, and Technical and Systems Security.	CEOC EC	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Tech. Services Mgr. Tran. Mgr. Admin. Svcs. Mgr.	a) Elections Security Plan was published on 11/16/06.	See sections

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3.3	VOTER SERVICES: Establish, implement, and maintain best in class voter registration systems and processes to ensure integrity of Elections Section and election processes.	CEOC EC	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections Voters Svcs Program Mgrs. Comm. Specialist	a) Voter Registration Process Improvements Reports completed as of 1/27/07. b) Statewide voter registration database implemented and maintained daily.	See sections
3.4	ELECTIONS OPERATIONS: Establish and document processes and procedures in order to synchronize and optimize elections operations for maximum efficiency.	CEOC EC	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections Election Ops. Program Mgrs.	a) Progress has been made but not completed as of 5/08.	See sections
3.5	BALLOT PROCESSING & DELIVERY: Continue to develop and implement solutions to minimize ballot printing and production errors and streamline the ballot processing procedures.	CEOC EC	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections Ballot Proc. Program Mgrs.	a) Developed new policies to minimize errors - double-checking work. Starts with voter registration data being more accurate. B) Ongoing effort with procedures updated after each election.	See sections
3.6	INFORMATION TECHNOLOGY: Continue to implement and maintain elections hardware, software, and processes necessary to meet statutory requirements and deadlines and produce best practices for elections operations.	CEOC EC	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections Tech. Services Mgr. Tech. Services Program Mgrs.	a) Significant work has been done in this area.	See sections
3.7	VENDOR MANAGEMENT & PERFORMANCE: The Elections Section must ensure vendor performance is adequate to ensure the reliability and integrity of Elections Section and election processes.	CEOC	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs.		See sections
<b>4. SYSTEMS</b>						
<b>COMMUNICATION SYSTEMS</b>						
4.1	INTERNAL COMMUNICATIONS: Develop, implement, and promote an open internal communication plan with appropriate processes, tools and resources in order to encourage collaboration and cooperation.	CEOC ITFE EC	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Trans. Mgr. Tech Services Comm. Specialist	a) KCE held all-staff meetings to launch transition planning to vote-by-mail; b) Manager meetings and Elections planning meetings held each week; c) "Stand-up" or "huddle" meetings held in day in work units; and d) Elections Intranet developed and maintained by Web representatives	See sections
4.2	EXTERNAL COMMUNICATIONS: Develop, implement and refine external communications with the public regarding elections processes using a diversity of communication vehicles in order to continue to build public confidence.	CEOC ITFE	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Tech. Services Mgr. Comm. Specialist		See sections
4.3	POLL WORKER/OBSERVER COMMUNICATION: Continue to provide ongoing communication and updates to poll workers using a variety of communication vehicles in order to attract and retain qualified workers.	CEOC ITFE	H	Election Ops. Program Mgr. Comm. Specialist Poll Worker Coord.	Quarterly newsletter maintained and mailed to all poll workers. Inspector bulletin mailed out in each election. Partnership in Democracy program.	See sections

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4.4	<b>MEDIA COMMUNICATIONS:</b> Continue to refine media plan to ensure KCE leadership is available, visible, and can adequately manage media relations.	CEOC EC	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections Comm. Specialist	a) Media Training session 2/26/07 as part of the KCE Leadership University Program.	See sections
<b>STAFF DEVELOPMENT SYSTEMS</b>						
4.5	<b>PERFORMANCE EVALUATION &amp; FEEDBACK:</b> Develop and implement clearly defined performance and accountability measures for division, management, staff, and all participating election personnel.	CEOC ITFE EC	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Tech. Services Mgr. Admin. Svcs. Mgr. Human Resources Work Unit Supervisors	a) A performance evaluation system is being developed by HR as of 5/08.	See sections
4.6	<b>RECOGNITION PROGRAM:</b> Develop and implement recognition programs as a way to reward and recognize job importance and to aid in worker retention.	CEOC	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Tech. Services Mgr. Admin. Svcs. Mgr. Human Resources Work Unit Supervisors	a) Office standards employee recognition program. B) Further work needs to be done in this area	See sections
4.7	<b>RECRUITMENT, SELECTION, &amp; RETENTION:</b> Continue to develop and refine recruiting policies, processes, and procedures to ensure generation of qualified and diverse talent pools.	CEOC EC	H	Asst. Elections Dir. KCE Sup. of Elections Human Resources KCE Program Mgrs. Tech. Services Mgr.	a) Recruitment for Elections Superintendent is underway with candidates identified. b) Administrative structure completed "Organigraphs" as first step in organizational analysis; c) Deputy Superintendent positions re-classified to Program Manager positions.	See sections
4.8	<b>TRAINING &amp; DEVELOPMENT:</b> Develop and maintain appropriate training opportunities and resources for all KCE staff and workers. Ensure that adequate resources are appropriated to support training needs.	CEOC ITFE EC	H	KCE Sup. Of Elections KCE Program Mgrs. KCE Training Coordinator Tech. Services Mgr. Work Unit Supervisors	a) KCE Training Coordinator vacancy; b) KCE Leadership University developed includes scheduled modules on creating "Organigraphs", How to Conduct Effective Meetings, Time Management, Change Management, Project Management, Assertive Communications, Managing & Supervising Individuals and Teams.	See sections
<b>BUDGET SYSTEMS</b>						
4.9	<b>BUDGET SYSTEMS:</b> Continue to ensure that funds and resources necessary to run elections are appropriately funded and allocated.	CEOC	H	KC Executive KC Council Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Tech. Services Mgr. Tran. Mgr. Admin Services Mgr.	a) Significant work has been done in this area. Elections will continue to be engaged in this process through 2008 and 2009.	See sections

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<b>5. STRUCTURE</b>						
5.1	<b>ROLES &amp; RESPONSIBILITIES:</b> Continue to review and adjust roles and responsibilities in order to meet strategic business goals and objectives.	CEOC EC ITFE	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Tech. Services Mgr. Admin. Svcs. Mgr. Human Resources	a) Significant work has been made in this area and continues to be ongoing work.	See sections
5.2	<b>FACILITIES CONSOLIDATION:</b> Continue to momentum to move into a single consolidated, state-of-the-art elections facility that will optimize elections.	CEOC EC	H	KC Executive KC Council Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Tech. Services Mgr Tran. Mgr. Admin Services Mgr.	a) Consolidation in December 2007 with EDC expected to move in February 2009.	See sections
<b>6. ENVIRONMENT</b>						
6.1	<b>OVERSIGHT:</b> Continue to maintain independent oversight of the Elections Section.	CEOC	H	Sec. of State KC Council	a) KC Council established CEOC oversight by ordinance. b) Section 203 Coalition c) Disability Advisory Committee d) Secretary of State review	See sections
6.2	<b>OUTREACH:</b> Expand outreach efforts to increase voter representation of underrepresented populations and to assist with poll worker recruitment and retention.	CEOC	H	Elections Dir. Asst. Elections Dir. KCE Sup. of Elections KCE Program Mgrs. Comm. Specialist	a) Section 203 minority language outreach, Disability Advisory Committee, and Partnership in Democracy program to begin in June 2008.	See sections
6.3	<b>LEGISLATIVE ACTION:</b> The following items require legislation in order to affect change and is beyond the span of control of the Elections Section.	CEOC ITFE EC	H	Sec. of State Fed/State/KC Council Elections Dir. Asst. Elections Dir.	Ongoing and continued engagement	See sections

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1. STRATEGY					
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1.1.1	<b>Key Elements &amp; Standards</b>				
1.1.1.1	Establish all-mail elections in King County when the County has met certain conditions and demonstrated competencies. These include: a) Improving the accuracy of voter records and enforcing voter registration laws to prevent voter fraud (see CEOC March 2006 report, pg 12 for more details); b) Making the decision and establishing a schedule to consolidate elections at one location; and c) Continuing to refine and improve the accuracy of the ballot reconciliation process.	CEOC06 #8, p12		KCE submitted on February 15, 2007, a detailed plan for the transition to vote-by-mail and other documents specified in the 2007 budget proviso.	
1.1.1.2	Establish a limited number of regional voting centers.	CEOC06 #9, p12			√
1.1.1.3	King County should negotiate terms for the HAVA required devices that allow for potential consolidation of polling places or adoption of vote-by-mail with regional voting centers. NOTE: CEOC is aware that contracts have been signed. The spirit of this recommendation is to consider decisions being made today in light of the major changes to the election process being proposed.	CEOC06 #38, p24		a) Completed	
1.1.1.4	King County should prepare for transition to vote-by-mail. To ensure public confidence that mailed ballots are sent to eligible voters and are accurately accounted for in return and tabulation, King County Should demonstrate this capability in a countywide election.	CEOC06 #40, p25			
1.1.1.5	Countywide vote-by-mail should provide for regional voting centers where equipment for voters with disabilities is available and where voters can drop off mail-in ballots.	CEOC06 #41, p25			
1.1.1.6	If vote-by-mail is not adopted in time for the 2008 Primary Election, King County should continue to consolidate precincts and polling places.	CEOC06 #43, p25		Continued efforts made with current poll sites down to 398 as of 5/08.	√
1.1.1.7	King County should have the capacity to hold a countywide vote-by-mail election and should demonstrate that capacity by holding such an election when there is an opportunity to do so.	CEOC04 #153, p58		VBM Plan includes phasing in all-mail elections.	
1.1.1.8	If and when King County holds a countywide vote-by-mail election, it should include with each ballot an application for ongoing absentee voting status.	CEOC04 #154, p58		No such countywide election opportunity has been presented. The April 2005 Special Election was conducted entirely by mail. See response to CEOC04 #153 (item 3.1.7).	
1.1.1.9	Institute vote-by-mail and regional voting centers in 2006.	ITFE-TR #3, p22		Vote-by-Mail Plan is for full implementation in 2009.	

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1. STRATEGY					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
1.1.2	<b>Measurements</b>				
1.1.2.1	Elections section must closely examine election trends-such as mail vs. poll voters to determine impact on cost and resources	CEOC04 #14, p30		King County Elections continues to engage state in planning for the presidential primary and top two primary.	√
1.1.2.2	The CEOC examined the issue of moving to all vote-by-mail elections, but recommends that the issue be studied further.	CEOC04 #152, p58		KC Ordinance 15523 6/19/07 authorized vote-by-mail elections. VBM Plan submitted by the KCEO to the KCC on February 15, 2007.	√
1.1.2.3	Since there are state government and other forces pushing toward an all vote-by-mail system, the County should analyze the cost effectiveness of such a system.	CEOC04 #155, p58		Same as 2.1	
1.1.2.4	SOS: "the goal should be to process voter registration transactions quickly, with the goal of being no more than two weeks behind."	CEOC04 #SOS, p20		REALS has adopted the suggested standard. During the rush of new registrations prior to the 2004 General Election we did not meet the standards consistently. Currently, operations are well within the standard.	√
1.1.2.5	The County Council should pursue a study exploring the programmatic and financial advantages and disadvantages of three election alternatives: exclusive voting by mail; a combination of voting by mail with regional voting centers; and maintaining the status quo.	EC #24-1		The VBM Plan includes Regional Voting Centers as an element	√
1.2	<b>PLANNING: Continue to develop, implement, and communicate Strategic, Business, and Operations plans.</b>	CEOC EC ITFE	H	<b>a) Vote-by-Mail Plan, Voter Registration Processing Improvements Report, and Security Plan submitted to KC</b>	
1.2.1	Evaluate and implement, as the Council deems appropriate, the recommendations of the CEOC, the King County Independent Task Force on Elections and The Election Center. The reports prepared by these groups identify opportunities for improved organizational, management and procedural performance.	CEOC06 #10, p14		a) Addressed in OE Plan and continued work is being done toward recommendations and continued improvement. b) Ongoing work is being done in this area.	√
1.2.2	Continue to implement the Business and Operations Plan in order to build a model elections administration organization and improving and stabilizing the work environment and staffing.	CEOC06 #53, p30		a) Addressed in OE Plan. b) VBM planning continues with partnership with KC Council.	√
1.2.3	Develop strategic plan based on long-term vision, goals and priorities.	ITFE-TR-Business Planning, p20		See 1.1 above. Ongoing work is being planned through open space meeting.	
1.2.4	Establish vision for Elections Section that includes: a strategic plan with input from staff articulating how vision will be operationalized, performance measurement to evaluate progress, and the creation of an annual report to the public on articulating progress made based on performance measures	ITFE-TR-Leadership, p18		Work is ongoing.	
1.2.5	The Elections Section management should make the business plan visible by broadcasting all elements of the plan widely among the section staff and ensure that all personnel are advised of their roles and responsibilities for achieving business plan goals and objectives.	EC #3, p3		Managers' meetings, VBM Transition Leadership Team meetings, leadership coaching and individual development planning.	
1.2.6	Implement May 2004 CEOC Recommendations as part of developing its strategic plan.	ITFE-TR-Leadership, p19		NA. Part of 1.2.3	



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1. STRATEGY					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
1.3	<b>LEADERSHIP: Develop and demonstrate proactive and committed leadership needed to support a sustained effort to continue to reform the system by which elections are conducted.</b>	CEOC ITFE	H	a) Waldron & Company was retained to work with KCE as a consultant on Organizational Effectiveness; b) KC Council has taken numerous legislative actions to support improving elections system; and b) Recruitment of REALS Director underway.	
1.3.1	Do not hire a turnaround team. The CEOC believes that hiring an outside organization to run the Elections Section seems an ancillary, short-term effort which is likely to undermine the existing management. In addition, it is not clear that a turnaround team would conform to State and County law. Instead, the committee suggests providing funding for REALS to hire a consultant to advise and mentor the REALS Director in management and leadership.	CEOC06 #11, p14		In August of 2006, Waldron & Company was retained to work with KCE as a consultant on Organizational Effectiveness, not as a turnaround team. January 11, 2007, Waldron delivered a progress report on Phase II Services. The Report described progress on facilitation of transition planning for Vote-by-Mail, activities in the Management/Leadership Coaching Program and KCE Leadership University, and the work program for the Organizational Effectiveness Plan & Benchmarks and expanded Recommendations Matrix.	√
1.3.2	Hire a consultant to help the organization achieve excellence through implementing best management practices, reducing turnover, enhancing performance, improving morale, establishing individual and group performance measures and giving other advice as needed.	CEOC06 #49, p30		Waldron & Company hired by KCE in August 2006 for these purposes. QA coordinator hired in fall 2007 and HR manager continues making advances in this area.	√
1.3.3	Elections managers should use sound management in elections operations and develop good working relations with other branches of County government and the public.	CEOC04 #2, p26		DES and the Elections Section maintain good working relationships with the other branches of county government (i.e. Prosecuting Attorney, Sheriff, Council Clerk, Council Members, City of Seattle Council Clerk, Information and Telecommunications Services Division, Office of Information and Resources Management) and the public. Internal communication within the county structure has improved significantly. The addition of a Communications Manager has provided significant assistance with public outreach and communication.	√
1.3.4	An independent, external turnaround agent is needed to change King County's seriously flawed organizational culture.	ITFE-FR #1, p8		Waldron & Company was hired by KCE for consulting services on organizational effectiveness, transition to Vote-by-Mail, management/leadership coaching and training, not as a turnaround team.	√
1.3.5	Committed leadership: King County leadership must be committed to addressing the public's concerns and perceptions about the elections system.	ITFE #10, p22		In addition to 2.1 above, the KC Council has taken numerous legislative actions in support of improving the elections system (reference staff report for 1/29/07 COW meeting). KCE actions are noted throughout this matrix.	√
1.3.6	Proactive leadership: The King County Executive must take an active role in and be held accountable for fixing the problems that will restore public trust and confidence in the system.	ITFE #11, p22		KCE work underway on organizational effectiveness, planning for transition to vote-by-mail, improving the voter registration system, and placing top priority on security.	√
1.3.7	Broad-based participation in solutions: The King County Executive must engage a bipartisan cross-section of citizens to work with the County to achieve election reform.	ITFE #12, p22		Vote-by-Mail Plan includes stakeholder outreach and meetings were had with stakeholders to assess concerns and answer questions. Work will continue using new media solutions. Coordination with the CEOC will continue.	

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1. STRATEGY					
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1.3.8	Champion elections reform: The elections director must be committed to these recommendations as the "road map" for elections reform.	ITFE #13, p22		Elections director appointed and confirmed in spring 2008.	√

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2. CULTURE					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
2.1	Develop and establish a work culture that will inspire ownership and accountability to produce a high performance organization. Develop benchmarks to measure staff morale.	CEOC ITFE	H	a) Team development in Vote-by-Mail transition planning; b) Management and leadership coaching underway. C) In progress.	
2.1.1	Promote a feeling of well being, inclusion and empowerment, thereby achieving cultural change and a deeper commitment to excellence.	CEOC06 #13, p14		Addressed in OE Plan. Office standards committee. Improvements have been made but this requires ongoing effort.	√
2.1.2	Recognize and reward excellence day in and day out.	CEOC06 #17, p14		Addressed in OE Plan. Needs to be identified and institutionalized.	
2.1.3	Maintain vigilance against the conditions that led to problems in the past. In particular the County must fund elections at an appropriate level; hire top quality managers; have a clear mission, goals and strategic plan; continuously invest in staff; establish and maintain quality control; use performance measures and hold individuals accountable; and provide leadership from all levels of county government.	CEOC06 #20, p15		Addressed in OE Plan.	√
2.1.4	Security Principles: Keep expanding the new practice of transparency, by listening to voter problems and concerns, addressing specific criticisms and allegations, and making information and answers available to experts, observers, critics and voters in a timely, proactive way.	CEOC04 #115, p49		Elections recognizes and values transparency in the administration of elections. Extensive efforts have been employed to respond to voter and stakeholder concerns, questions and desires to observe. Voter Services Liaison position filled in May 2008.	√
2.1.5	Create new culture with values of fairness, customer service, openness, accessibility, accountability, inclusiveness, equity and accuracy.	ITFE-TR-Culture and Morale, p19		Organizational development activities underway in transition planning to VBM, preparation of OE Plan, and leadership coaching	√
2.1.6	Establish culture of accountability.	ITFE-TR-Culture and Morale, p19		OE Plan & Benchmarks development	√
2.1.7	Promote Employee ownership and responsiveness to citizen and stakeholder inquiries.	ITFE-TR-Culture and Morale, p19		NA	√

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3. CORE PROCESS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
3.1	VOTE BY MAIL PROCESS: This section was integrated after the recommendation matrix was updated in order to keep it synchronized with the OE Plan. To reduce redundancy, specific VBM details are already incorporated into the below areas and will otherwise be specifically called out in the OE Plan.			Please refer to the OE Plan which will specially address recommendations that speak to the Vote By Mail Process.	
3.2	SECURITY: Establish, maintain, and regularly review a comprehensive Security Plan for KCE that addresses guiding law, policies and best practices regarding: Physical and Personnel Security, Legal and Procedural Security, and Technical and Systems Security.	CEOC EC	H	a) Elections Security Plan was published on 11/16/06. b) Ongoing work and updated as needed.	√
3.2.1	<b>Guiding Laws, Policies &amp; Best Practices</b>				
3.2.1.1	Develop a comprehensive election security plan by June 1, 2006.	CEOC06 #26, p20		Elections Security Plan was published on November 16, 2006.	√
3.2.1.2	Draft the security plan in close consultation with the Secretary of State, other election administrators, King County Sheriff's Office, observers, security experts, the public, elections critics and supporters and King County voters.	CEOC06 #27, p20		The Elections Security report alludes to the participations of external stakeholders including the media, party observers, elections oversight groups, the Office of the Secretary of State, and the public in providing transparency to the development of the plan.	√
3.2.1.3	Implement security planning as fully possible for the 2006 Primary and General Elections with constant evaluation and improvement before, during and after each election.	CEOC06 #28, p20		Addressed in OE Plan.	√
3.2.2	<b>Physical and Personnel Security</b>				
3.2.2.1	Conduct random inspections of all election facilities on an ongoing basis to uncover security flaws so they can be corrected.	CEOC06 #29, p20		Addressed in OE Plan. Election specific audits done to poll and central count equipment. New facility provides significant safeguards in this area. Office safety committee formed and action plan created in May 2008.	√
3.2.2.2	Require full background checks for all county employees and vendor representatives who have a significant responsibility for election security, with the object of identifying and weeding out individuals with a documented history of fraud, embezzlement, computer hacking or other serious misconduct that poses a direct threat to elections security and public confidence.	CEOC04 #118, p49		Language was added to all new Information Technology contracts requiring certification of background checks for those vendor employees engaged in the King County contracts. Similar requirements have been or are being considered for Information Technology staff within the Elections Division. Beyond this, Elections priority is to have security protocols and procedures in place that minimize vulnerability of our systems. UPDATE: Per the King County Elections Security Plan, the Director is to specify heightened security areas and related positions that will require police background checks in a separate document.	√

# Updated Elections Recommendation Matrix

Revised as of 5/22/2008

3. CORE PROCESS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
<b>3.2.3</b>	<b>Legal and Procedural Security</b>				
3.2.3.1	King County Elections should develop a security plan for the purpose of enhanced control, accounting and monitoring of all ballots in the ballot production process.	CEOC06 #37, p23		This is addressed in the Elections Security Plan under the Ballot & Document Security section which details control, accounting, monitoring and audit of ballots.	√
3.2.3.2	The County must ensure adequate oversight when using outside vendors.	CEOC04 #34, p9		REALS concurs with this recommendation. Extensive county oversight was provided during the implementation of the EMVR project. Elections staff is present during the printing and insertion of ballots and the sorting of returned ballots, which is part of our ballot processing contract with Diebold Election Systems. A project team has been established for oversight of the disability access voting equipment (DAVE) project.  UPDATE: As per the Election Security Plan, Ballot and Document Security and related procedures are addressed as are Accessible Voting Units.	√
3.2.3.3	Security Principles: Make safeguarding the secrecy of each individual ballot and legitimacy of every result a top priority in the core mission statement for the Elections Section.	CEOC04 #114, p49		Elections believes this principle is inherent in the division's mission statement and that employees recognize the importance of safeguarding the secrecy of ballots. The organization also acknowledges the need – based on the 2004 elections – to ensure a more robust and reliable means of ensuring the accuracy and legitimacy of election results.  UPDATE: See King County Security Plan Document dated 11/16/06.	√
3.2.3.4	Security Principles: Strike the right balance between the voter's right to a secret ballot, the necessity to safeguard the election system from security threats, and the openness required so that voters and observers can understand and evaluate the election process and its security.	CEOC04 #116, p49		UPDATE: See response to CEOC04 #114  See King County Security Plan Document dated 11/16/06.	√
3.2.3.5	Develop a security plan covering all election operations that: identifies and assesses risks (rated by severity and probability); evaluates options for mitigating risks; requires that vendors submit similar written security plans; establishes written security policies and procedures for all aspects of the election process; and is clear, comprehensive, and genuinely helpful to election workers and vendors in fulfilling their legal and contractual responsibilities.	CEOC04 #117, p49		A written security plan was drafted and is part of the 2005-06 Elections Section Business & Operating Plan.  UPDATE: King County Elections Security Plan was delivered on 11/16/06 and will be reviewed biennially and updated as significant security issues arise or situations change.	√
3.2.3.6	Institute an annual or biennial election security review for all Elections Section work units and vendors, to evaluate and improve security for voter registration, ballot printing, absentee mailings and returns, poll site voting and ballot tabulation.	CEOC04 #119, p49		The suggested annual/biennial security review will be part of the documented Security Plan currently being developed (see response to 117). A thorough security review of the Election Management and Voter Registration (EMVR) system was conducted during the system acceptance period. UPDATE: King County Elections Security Plan was published on 11/16/06. The plan is dynamic and will be reviewed biennially and updated as significant security issues arise or situations change.	√

# Updated Elections Recommendation Matrix

Revised as of 5/22/2008

3. CORE PROCESS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
3.2.3.7	Document via logs and other written documents as much of elections process and security protocol as possible, and evaluate this information on a regular basis to ensure compliance, and also to evaluate the information thus provided.	CEOC04 #120, p50		a) Security logs and protocols have been implemented. Review and further evaluation of these processes will be a part of the written Security Plan currently being developed (see response to CEOC04 #117). b) UPDATE: Per the Elections Security Plan, audit logs will be created and maintained for each process (e.g., Ballot & Document Security), system (e.g., GEMS, DIMS, etc.) and hardware (e.g., Wiring and Data Communications Equipment Closets). c) Org-wide: lots of documenting of many procedures. Technical Services got to a late start because of Laird's vacant position, but more proactive with some of it right now.	√
3.2.3.8	Require two or more authorized election workers to work with, monitor and double-check each other on ballot enhancements and important jobs where this precaution is either required by law or would enhance election security; just as important, make sure that the rationale behind this requirement is included in training and instructions.	CEOC04 #121, p12		a) The suggested dual-control process is in place. Further documentation and training in this area is needed and will be addressed through the formalized training program and the work of the Quality Assurance unit. Ballot enhancement was eliminated by the 2005 Washington State Legislature. Dual-control and observation is still critical to the accuracy and transparency of the ballot duplication process. b) UPDATE: See Two Person Rule in Elections Security Plan. c) Balloting duplication only done with a partner present.	√
3.2.3.9	Continue to address and rectify the security problems noted in the election reviews, including ongoing monitoring of compliance with new policies and procedures.	CEOC04 #127, p50		These issues have been comprehensively addressed through the physical isolation of the GEMS servers and implementation of more robust security protocols such as dual-control access, etc. Additionally, Elections goes beyond the minimum legal requirements for ballot security (numbered seals and logs) through the secured ballot cage, uniformed law enforcement presence during ballot processing, electronic security monitoring, and King County security video surveillance 24/7.. UPDATE: The Elections Security Plan comprehensively covers updated security procedures regarding physical and personnel security, legal and procedural security and technical and systems security.	√
3.2.3.10	Create additional checks and double-checks throughout the election management system, thus improving deterrence against potential election fraud and abuse and also the ability to detect, rectify and punish any actual criminality or misconduct.	CEOC04 #128, p50		See response to CEOC04 #127 (item 3.2.3.9).  UPDATE: The Elections Security Plan comprehensively covers updated security procedures regarding physical and personnel security, legal and procedural security and technical and systems security.	
3.2.3.11	Each election, randomly choose one polling place to audit. That audit would include a full recount of all races and issues and a hand recount of one race or issue. Notice of the random audit provision should be included in poll worker training.	CEOC04 #138, p12		Washington State Election Law (RCW 29A.60.170 (3)) provides for the political party observers, by mutual agreement, to select up to three precincts for a manual count of the votes cast on any office or issue. The results of this manual count are then compared to the count as reported from the precinct counter.	√
3.2.4	Technical and System Security				

# Updated Elections Recommendation Matrix

Revised as of 5/22/2008

3. CORE PROCESS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
3.2.4.1	Give the Elections Section IT and other technical staff specific, ongoing responsibility for ensuring election security, including the job of anticipating problems, evaluating performance and making necessary upgrades and improvements.	CEOC04 #122, p50		a) These roles and responsibilities are included in the work program for the internal Elections Technology Support unit. Currently, we are in transition from a shared support model with the county's ITS Division to a complete IT unit within Elections. b) UPDATE: Ongoing evaluations and updates to Election systems are addressed in the Technical and Systems Security Section of the Elections Security Report. c) Tightened up already. Passwords and security on DIMS is improved. Application and Database security have more improvements being implemented.	√
3.2.4.2	Continue the new policy of keeping the GEMS voting tabulation computer system hardware and software separate from all other computer programs, links and activities and in an isolated, secure facility.	CEOC04 #123, p50		This policy remains in tact and was adhered to during the 2004 election cycle. Additionally, physical isolation and security of the GEMS servers at both the Administration Building and the Mail Ballot Operations Satellite (MBOS) were implemented prior to the 2004 primary and General Election.  UPDATE: GEMS is installed in two (2) primary locations - Admin Building and Temporary Elections Annex (TEA). See Elections Security Report for more details.	√
3.2.4.3	Implement security upgrades, and develop appropriate procedures	EC #21-2, p64		Electronic keying installed in new cage in TEA where canvass take place; new camera installed at MBOS aimed at cage; uniformed security personnel present 24/7; and cages at MBOS extended to ceiling, and windows and vents secured.  UPDATE: The Elections Security Plan indicates that Uniformed Security Presence are assigned to provide on-site 24/7 security, access control to office and technology areas are tightly controlled physically and electronically, and video surveillance and motion detectors are appropriately placed.	√
<b>3.3</b>	<b>VOTER SERVICES: Establish, implement, and maintain best in class voter registration systems and processes to ensure integrity of Elections Section and election processes.</b>	<b>CEOC EC</b>	<b>H</b>	<b>a) Voter Registration Process Improvements Reports completed as of 1/27/07 and maintained daily through the statewide voter registration database.</b>	
3.3.1	Continue to implement systemic solutions to problems such as ballot reconciliation and voter database maintenance.	CEOC06 #3, p8		a) Voter Registration Process Improvements Report (VRPIR) complete 1/26/07. b) Implemented Six Sigma baselines.	√
3.3.2	Elections staff need to be proactive in terms of maintaining accurate records for each voter.	CEOC06 #21, p16		Voter Registration Process Improvements Report (VRPIR) complete 1/26/07.	√
3.3.3	Responsibility for keeping the voter records accurate should be primarily that of the Elections Section. However, private citizens should also be able to help by establishing a new process to assist the Elections Staff in keeping the voter records up to date. The new process should be separate from the challenge process.	CEOC06 #22, p16		Voter Registration Process Improvements Report (VRPIR) complete 1/26/07.	√

# Updated Elections Recommendation Matrix

Revised as of 5/22/2008

3. CORE PROCESS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
3.3.4	The Elections Section should rely on the best, most accurate search technology to clean up the voter rolls, not simply the DIMS system, so each voter is empowered to receive and cast only one ballot. Elections management need to provide adequate staffing to clean up the existing records. The database managers need to be trained in this type of work.	CEOC06 #24, p17		Completed implementation of statewide voter registration database and now has shared and cleaner voter rolls. Voter Services will continue to implement this process and other data sharing with DOL and SSA.	√
3.3.5	Purchase a version of the Data Information Management System (DIMS) or a similar election management/voter registration system that is compatible with the Elections Section's computers.	CEOC04 #HSN, p20		This was accomplished through the EMVR project and implementation of the DIMS system.	√
3.3.6	The County should build or acquire a voter registration system that meets the needs of a county of its size.	CEOC04 #SOS, p20		This was accomplished through the EMVR project and implementation of the DIMS system.	√
3.3.7	HSN: Elections Section should use the candidate filing application that is included in the DIMS system.	CEOC04 #HSN, p22		This recommendation was implemented in conjunction with the EMVR system.	√
3.3.8	The Elections Section should implement procedures to ensure that scanning of new voter registration signatures and correction of all voter registration files are completed before each election.	EC #9, p107		Signatures were scanned and as much work as possible was done to correct voter registration files before the election. Crossover of elections and database lock down through certification limits ability for full completion prior to each election.	√
<b>3.4</b>	<b>ELECTIONS OPERATIONS: Establish and document processes and procedures in order to synchronize and optimize elections operations for maximum efficiency.</b>	<b>CEOC EC</b>	<b>H</b>		
3.4.1	<b>Key Elements &amp; Standards</b>				
3.4.1.1	Improve the processes and flow charts that depict the many and varied functions/responsibilities of elections.	CEOC06 #19, p15		Addressed in OE Plan. Flow charts updated as processes change.	√
3.4.1.2	The Elections Section should choose and implement a documented system of continuous review of processes to identify areas for improvement.	CEOC04 #6, p28		This is a key responsibility of the Quality Assurance unit (2 positions) within REALS. KCE is currently in the recruitment/selection process for these positions (one position recently vacated).	√
3.4.1.3	Suggested Minimum Standards: All processes and procedures should be recorded according to best practices for technical documentation and disseminated to workers in the most appropriate form for the situation.	CEOC04 #52, p39		Documentation and maintenance of written procedures remains one of the most significant needs of the Elections Section. Significant resources are currently being devoted to this effort. Documentation of the EMVR project modeled some best practices in this regard. The expectation is to have base line documentation of all procedures by the end of August.	√
3.4.1.4	Suggested Minimum Standards: All procedures and user manuals should be edited – if not written – by professional technical communicators. (As with training expenditures, the investment has been shown to pay for itself in better performance.)	CEOC04 #53, p40		See response to CEOC04 #52 (item 1.1.5). Professional resources from other county departments have been made available to help establish standards and to provide external review of documentation. Emphasis is put on training staff to accomplish work. This requirement is not realistic in existing budget climate.	√
3.4.1.5	If state certification requires additional procedures, those procedures should be written and distributed to all relevant workers prior to and during tabulation.	CEOC04 #131, p52		a) Ballot Processing procedures have mostly been documented in a standardized format created by Scott.	√



# Updated Elections Recommendation Matrix

Revised as of 5/22/2008

3. CORE PROCESS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
3.4.1.6	The Elections Section should update its procedures annually, and create detailed procedure manuals for all critical election tasks. Priority in developing new, easy-to-use procedures should be given to those tasks that are generally assigned to temporary employees.	EC #10, p29		a) Report notes improvements in several areas including procedures and practices for absentees ballot processing, canvass, information technology upgrades/new versions, phone bank, observers, etc., but more procedural refines also noted in several areas. b) Annual review is already occurring.	√
2.4.1.7	The Elections Section should ensure newly developed procedures are effective through their practical application during the 2005 election..	EC #19, p109		This has been accomplished.	√
2.4.1.8	Adopt improved policies and procedures to improve accuracy and accountability.	ITFE-TR-Business Planning, p21		a) Honored for National Award in this area.	√
3.4.2	<b>Measurements</b>				
3.4.2.1	Suggested Minimum Standards: They should also institute a quality assurance process that involves users in creating, testing, and updating of documentation.	CEOC04 #54, p40		This recommendation is, in part, what is contemplated with the development of the Quality Assurance unit.	√
3.4.2.2	Suggested Minimum Standards: There should be a formal and convenient method for employees to submit feedback on procedures.	CEOC04 #55, p40		Establishment of performance measures and benchmarks will be developed through the Quality Assurance unit. Occurs as debrief after each countywide election and once in the spring cycle.	√
3.4.2.3	Suggested Measurements: Less than 2% of documentation errors are discovered during election-cycle use.	CEOC04 #56, p40		Establishment of performance measures and benchmarks will be developed through the Quality Assurance unit.	√
3.5	<b>BALLOT PROCESSING &amp; DELIVERY: Continue to develop and implement solutions to minimize ballot printing and production errors and streamline the ballot processing procedures.</b>	CEOC EC	H	<b>a) Developed new policies to minimize errors - double-checking work. Starts with voter registration data being more accurate.</b>	
3.5.1	<b>Key Elements &amp; Standards</b>				
3.5.1.1	Expand the canvassing procedures to allow for hand counts of poll ballots in more than three precincts with the support of major political parties. Also conduct hand counts of randomly selected poll sites and absentee ballots in at least one precinct and/or absentee ballot per legislative district.	CEOC06 #30, p20		Addressed in OE Plan. King County made this a 2008 legislative priority but no action was taken. Audits are already done at the polls as well as central count equipment through pre and post audits as well as daily audits on equipment.	√
3.5.1.2	The Elections Section should continue to have a presence in the ballot production process and should continue its efforts to minimize ballot printing and production errors. Resources should not be diverted away from this task. Furthermore, as the integrity of an election depends on the security measures in place during the ballot production process, observers should be allowed to participate.	CEOC06 #36, p23		The Elections Security report covers this via a "Two Person Rule" which requires no fewer that two (2) observers who shall not be of the same political party to be present during balloting activities where voted ballots are not in sealed containers in a secured area. Otherwise, ballots in sealed containers and not in secured area will be in the presence of at least two (2) Elections Staff members.	√
3.5.1.3	Consideration should be given to accommodations for voters who prefer to vote in person. If specific ballot codes cannot be generated at a regional center, provisional ballots could be used.	CEOC06 #42, p25		The Vote-by-Mail Plan submitted to the KCC 2/15/07 addresses this as well as the Consulting Group report on RVC and ballot drop off locations.	√

# Updated Elections Recommendation Matrix

Revised as of 5/22/2008

3. CORE PROCESS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
3.5.1.4	Ballot processing procedures at MBOS and the canvass process at the administration building should be documented in a clear step-by-step manner.	CEOC04 #90, p45		Detailed documentation of procedures are being updated and created for the 2005 primary and General Election. Following the 2004 election cycle a series of internal training programs specific to each task area at MBOS were developed and implemented. Training for temporary workers will be incorporated in the written training plan and the training program developed by the Elections Section Training Coordinator.	√
3.5.1.5	Estimate the number of provisional ballots that will be returned during the 2004 presidential election and person hours required to process them to ensure adequate staffing.	CEOC04 #107, p48		While a specific estimate was not established, the expectation for increasing numbers of provisional ballots was inherent in the planning for the 2004 General Election. Despite that planning, the record setting number of provisional ballots exceeded all expectations and proved the planning efforts insufficient to properly prepare for processing the number of provisional ballots cast.	√
3.5.1.6	During the canvass process, track the number of provisional ballots counted by poll machines for each election.	CEOC04 #109, p48		Provisional ballots were redesigned in spring 2005 so they could not be read by poll-site equipment.	√
3.5.1.7	Consider strategies – such as color coding (provisional) ballots – so that they can be identified more easily during canvass.	CEOC04 #112, p48		a) New legal requirement for provisional ballots will be implemented in 2005 to address many of the significant issues that occurred with provisional ballots in 2004. Elections is completing testing on processes to comply with these new legal requirements. b) Implemented in 2005.	√
3.5.1.8	Increase the existing role of Elections Section staff in monitoring and supervising the important work of vendors in preparing and processing ballots. For example, have at least two people – one staff member and one other individual – accompany every drop-off or pickup of vote-by-mail ballots to or from the United States Postal Service.	CEOC04 #125, p50		a) Elections process in the 2004 primary and General Election – and all 2005 special elections – was consistent with this recommendation. Currently, consideration of systems that would further minimize the use of third-party vendor facilities in the processing of returned/voted ballots is occurring. REALS maintains a chain of custody and staff is present with voted ballots throughout the entire process once received from the U.S. Postal Service. b) UPDATE: Elections Security Plan includes a "Two Person Rule" to ensure against illegal manipulation of voted ballots. c) Doing quality control work during insertion. What's currently being done may be adequate to meeting this recommendation.	√
3.5.1.9	At least annually, verify compliance with state certification requirements.	CEOC04 #130, p52		This activity was conducted in association with implementing the 2004 "pick-a-party" primary and again recently for the 2005 primary cycle.	√
3.5.1.10	Continue the practice of utilizing political observers to view and sign off on the logic and accuracy test.	CEOC04 #132, p52		Elections has continued and expanded this practice.	√
3.5.1.11	Schedule the official logic and accuracy test at MBOS at least four business days before the election.	CEOC04 #133, p52		Elections has complied with this recommendation in every election in 2004 and 2005.	√
3.5.1.12	Repeat the logic and accuracy test after tabulation is complete.	CEOC04 #134		See response to CEOC04 #131.	√
3.5.1.13	Continue the practice of conducting informal internal logic and accuracy tests prior to the official one.	CEOC04 #135, p52		Elections has complied with this recommendation in every election in 2004 and 2005.	√

# Updated Elections Recommendation Matrix

Revised as of 5/22/2008

3. CORE PROCESS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
3.5.1.14	Consider conducting an informal logic and accuracy test on Election Day prior to the start of tabulation.	CEOC04 #136, p52		a) While an election day logic and accuracy test is not conducted, the security of the database and the vote tabulation system is demonstrated in the presence of observers, the logic and accuracy test and sealing of the tabulation room by observers. After the materials are unsealed and reviewed, the database is loaded into the system and a "zero report" is run and verified prior to running official ballots through the system. b) Elections made a policy decision against this.	
3.5.1.15	Have poll workers account for absentee ballots dropped at polling places to see how many voters are actually using that drop-off option.	CEOC04 #157, p58		This was implemented at the suggestion of the original Citizens' Election Oversight Committee and is tracked in all elections through the ballot accountability sheet completed by poll workers.	√
3.5.1.16	The Elections Section should continue instituting new control procedures for printing ballots on demand, such as using common ballot stock.	EC #11, p107		a) New procedures for printing were adopted.	√
3.5.2	<b>Measurements</b>				
3.5.2.1	Review the reasons provisional ballots are issued and note any cost effective steps that can be taken to reduce their number – such as timely processing of voter registration and early voter registration drives – without interfering with a citizen's right to vote.	CEOC04 #106, p48		Detailed provisional ballot reports are produced for each election indicating the reasons provisional ballots are issued. There is a significant need to do more with these reports in terms of evaluating ways to reduce the number of provisional ballots and to ensure adequate notification is provided to voters and poll workers on the disposition of voted provisional ballots.	√
3.5.2.2	Determine provisional ballots counted by poll machines during the canvass process and subtract from machine totals	CEOC04 #110, p48		This recommendation cannot be accomplished as ballots run through Accu-vote machines are not identified to a particular voter (secret ballot) and there is no legal authority to subtract votes from the machine totals.	√
3.5.2.3	Track the error rate (of provisional ballots) and if significant, implement procedural and/or technical changes to reduce errors.	CEOC04 #111, p48		Procedural, legal and technical changes are being implemented in 2005 in recognition that the error rate with provisional ballots in 2004 was significant and unacceptable.	√
3.5.2.4	Suggested Minimum Standards: The number or provisional ballots counted at the polling place decreases over time.	CEOC04 #113, p48		Establishment of performance measures and benchmarks will be developed through the Quality Assurance unit.	√

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3. CORE PROCESS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
3.6	<b>INFORMATION TECHNOLOGY: Continue to implement and maintain elections hardware, software, and processes necessary to meet statutory requirements and deadlines and produce best practices for elections operations.</b>	CEOC EC	H		
3.6.1	Suggested Minimum Standard: Elections hardware, software and processes are adequate to meet statutory deadlines and best practices for elections.	CEOC04 #19, p30		Current hardware, software and processes meet statutory requirements and are considered adequate within the elections industry. The Quality Assurance unit will be responsible for ensuring an evaluation and review process to be sure this is continuous.	√
3.6.2	Hardware, software, processes and facilities are adequate to meet all statutory deadlines. Equipment/software has only x hours of down time and x hours of maintenance per year.	CEOC04 #22, p31		a) Current hardware, software and processes meet statutory requirements and are considered adequate within the elections industry. The Quality Assurance unit will be responsible for ensuring an evaluation and review process to be sure this is continuous. b) Ballot Tabulation Equipment is already happening.	√
3.6.3	Ensure that the new voter registration system being developed in compliance with HAVA includes ample security in its makeup and coordination with other systems.	CEOC04 #129, p50		a) A comprehensive security review was conducted as part of the systems acceptance period during implementation of the EMVR system. King County information technology governance processes require security reviews and evaluations for all new IT projects and system implementations. b) UPDATE: The Elections Security Plan addresses security updates ranging from general procedures to network and system specific (GEMS and DIMS) security measures that have been implemented. c) Statewide Voter Registration Database (DIMS) meets this requirement.	√
3.6.4	The Elections Section should investigate and determine cause of memory card failures.	CEOC04 #144, p55		Elections continues to monitor the reliability of memory cards used to facilitate timely reporting of election results. The number of memory card failures in 2004, 2005, 2006, and 2007 has not been significant.	√
3.6.5	The Elections Section should develop DIMS Net system control procedures to ensure that requests for new software applications and modifications are compatible with the DIMS Net data exchange software.	EC #22		With a new Information Technology manager. Staff is becoming more knowledgeable of DIMS and GEMS. There are greater controls over requests for software applications and modifications. Policies are being set in place requiring version upgrade analysis and testing prior to deployment.	
3.6.6	The Elections Section should develop a strategic information technology plan to leverage its DIMS Net and other new technologies to support future election initiatives such as vote-by-mail and regional voting centers.	EC #23		See EC #22. A strategic plan for vote by mail and regional voting centers is done but not for IT.	

# Updated Elections Recommendation Matrix

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3. CORE PROCESS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
3.7	<b>VENDOR MANAGEMENT &amp; PERFORMANCE: The Elections Section must ensure vendor performance is adequate to ensure the reliability and integrity of Elections Section and election processes.</b>	CEOC	H		
3.7.1	Hold elections vendors and subcontractors to the highest security standards, monitoring and accountability through the contracting process.	CEOC06 #31, p20		Addressed in OE Plan.	√
3.7.2	Require small shrink-wrapped ballot packages to be sealed by the vendor.	CEOC06 #32, p20		Addressed in OE Plan.	√
3.7.3	The County must either award bids to vendors who themselves will monitor and report on election activities daily or provide the appropriate funding to hire full time staff to track, monitor and take a proactive approach towards supervising vendors.	CEOC04 #35, p36		See response to CEOC04 #34 (item 3.2.3.2).	
3.7.4	Minimum Standards: Vendor staffing levels are adequate to meet election activity needs.	CEOC04 #36, p36		See response to CEOC04 #34 (item 3.2.3.2).	
3.7.5	Minimum Standards: Vendors provide "solid" dates for dropping mail with stiff penalties attached.	CEOC04 #37, p36		See response to CEOC04 #34 (item 3.2.3.2). These specific requirements and minimum standards will be reviewed when contract renewal or bidding occurs.	√
3.7.6	Minimum Standards: Vendors outline clearly steps taken to ensure election integrity.	CEOC04 #38, p36		See response to CEOC04 #37 (item 3.7.5).	
3.7.7	Suggested Measurements: Yearly review of vendor contracts to evaluate performance, cost, and quality control.	CEOC04 #39, p36		Currently doing this for new contracts but this needs to be done with existing contracts.	
3.7.8	Suggested Measurement: Establish a performance check-off list to determine whether vendor's work was adequately completed.	CEOC04 #40, p36			√

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4. SYSTEMS					
	Recommendation Description	Source	Priority (H/M/L)	Status	Completed
COMMUNICATION SYSTEMS					
4.1	<b>INTERNAL COMMUNICATIONS: Develop, implement, and promote an open internal communication plan with appropriate processes, tools and resources in order to encourage collaboration and cooperation.</b>	CEOC ITFE EC	H	a) KCE held all-staff meetings to launch transition planning to vote-by-mail; b) Manager meetings and Elections planning meetings held each week; c) "Stand-up" or "huddle" meetings held in day in work units; and d) REALS Intranet developed.	
4.1.1	Promote wholesale open, two-way communication within elections through multiple formats. Allowing the CEOC to present this final report (CEOC March 2006 Report on King County Elections) would be an example.	CEOC06 #12, p14		a) Balloting Operations has a daily briefing meetings with staff to evaluate work loads. B) On-going, but Intranet for VBM will assist communications.	√
4.1.2	The Elections Section should create a written crisis communications plan.	CEOC04 #5, p28		A written crisis communications plan is being drafted and is part of the 2005-06 Elections Section Business & Operating Plan. Plan due date 8/10/05.	√
4.1.3	For comparison purposes, the Elections Section should examine the emergency preparedness procedures in surrounding and similar-sized counties.	CEOC04 #141, p53		The recommended comparison has not been completed. REALS did share the information listed in the response to CEOC04 #140 with other jurisdictions. This recommendation can be incorporated in to the development of the Crisis Communications Plan and written Security Plan currently being developed.  UPDATE: This comparison does not appear to be addressed in the updated Elections Security Plan.	
4.1.4	The Elections Section should create and review and update periodically emergency preparedness policies and procedures.	CEOC04 #139, p53		a) This need remains to be addressed. Emergency preparedness will be included in the Crisis Communications Plan and in the Security Plan currently being developed. b) UPDATE: The Elections Security Plan addresses this in the Business Continuity section of the report. c) In process of developing emergency preparedness plan. Security procedures are in progress.	
4.1.5	Elections Section management should assign staff to develop a comprehensive disaster plan to ensure the rapid and complete response and recovery of the county elections operations before, during, or following an emergency or disaster.	EC #4, p106		There is a good media/communications plan but work is still needed for emergency operations such as earthquake, etc.  UPDATE: The Elections Security Plan addresses this in the Business Continuity section of the report.	
4.1.6	Establish internal communications plan that includes frequent one-on-one and all staff meetings at all levels of the organization	ITFE-TR-Communications, p20		KCE held all-staff meetings to launch transition planning to vote-by-mail; will do so again as VBM Plan is transmitted to KCC. Manager meetings and Elections planning meetings held each week. "Stand-up" or "huddle" meetings held in day in work units. Quarterly all hands meeting	√
4.1.7	Elections Section management and the major King County political parties should continue to meet before future elections to discuss the specific election activities to be observed.	EC #20, p109		Communication with the parties regarding observation appears sufficient. Observers were informed of new procedures and important issues.	√

# Updated Elections Recommendation Matrix

Revised as of 5/22/2008

4. SYSTEMS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
4.1.8	A draft event calendar should be completed and circulated at least six months before a primary or general election in the future in accordance with best election practices.	EC #5, p15		a) No apparent progress. b) May be done because of what the Secretary of State developed, but it's only part of it. Process map is in progress, 50% complete.	√
4.1.9	Develop a communications plan:	ITFE #14, 22		Done for countywide elections and when changes in election laws are made.	√
4.1.10	The Elections Section should create a system (perhaps an intranet) for organizing any tips, best practices, or similar information that staff members could use to improve individual and system improvements.	CEOC04 #71, p29		a) REALS Communications and Information Technology staff developed an employees' intranet site for information on the transition to vote-by-mail. The site will allow for an inventory of best practices. Additionally, the weekly/bi-weekly E-Update is another tool for sharing best practices, including links to other election administration websites and resources. b) A more proactive plan is needed. c) In progress of developing an Intranet for VBM; in draft form now. Created a Web Advisory Team for all functional areas for both Inter- and Intranet for developing standards and guidelines.	√
4.2	<b>EXTERNAL COMMUNICATIONS: Develop, implement and refine external communications with the public regarding elections processes using a diversity of communication vehicles in order to continue to build public confidence.</b>	CEOC ITFE	H		
4.2.1	The Elections Section should better inform the public about how and where to register to vote and how to fill out the form accurately. The section should initiate an ad campaign, similarly to the animated "Make Your Vote Count" campaign of 2004, and aggressively promote the "You Only Get One Vote - Make It Count" campaign put forth by the Secretary of State's office.	CEOC06 #23, p17		Addressed in OE Plan.	√
4.2.2	Outreach, via letters and posters, to managers of personal mailbox locations, storage facilities and other places where people receive mail, but do not live, may help both the owner of the location and the patrons to know the law and comply with it.	CEOC06 #25, p17		Addressed in OE Plan. Identified in the vote by mail communications plan.	
4.2.3	Continue on-going outreach and proactive public education on keeping voter registration information current and how to fill out ballots properly to reduce the need for ballot duplications.	CEOC06 #54, p33		Addressed in OE Plan.	√
4.2.4	The Director of Records, Elections, and Licensing Services should issue an annual report comparing the Elections Section and voting process against minimum standards of performance (discussed elsewhere in this report).	CEOC04 #24, p32		In February 2005, the REALS Director issued a comprehensive report on the 2004 Elections. The Elections Division produces a quarterly report and participates in KingStats.	√
4.2.5	Suggested Minimum Standards: The progress report is issued in a predictable manner to build public confidence.	CEOC04 #25, p32		The 2004 Elections Report was widely distributed throughout the county. The public was notified through a post card mailing of locations where printed copies of the report were available and how to access the report online.	√
4.2.6	Suggested Minimum Standards: Issuance of a final draft by a set date each year.	CEOC04 #26, p32		See responses to CEOC04 #24, p32 & CEOC04 #25, p32.	√



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4. SYSTEMS					
	Recommendation Description	Source	Priority (H/M/L)	Status	Completed
4.2.7	Produce election materials that are bilingual, instead of separate English language and Chinese language materials.	CEOC04 #102, p46		Extensive work has been done in creating bi-lingual voting materials. The April 2005 Special Election was conducted entirely by mail using a bi-lingual ballot rather than separate English and Chinese ballots. Almost all polling place notices and materials are now provided in a bi-lingual format. A bi-lingual voter identification card is currently in development.	√
4.2.8	Ensure that the voting process has as few barriers as possible – making voters aware of all of their options, including voting by mail.	CEOC04 #156, p58		King County's significant voter outreach and education efforts have highlighted the existing choices available to voters.	√
4.2.9	Sustained effort: Given that some of the Task Force's recommendations are likely to be controversial, the County must also embark on a broad education effort for citizens, local elected officials, the State Legislature, political parties, and other key stakeholders such as business, labor, education, civic groups and the media.	ITFE #15, p22		Ongoing work done in this area.	√
4.2.10	Continue improving external communications	ITFE-TR-Communications, p20		Ongoing work done in this area.	√
4.3	<b>POLL WORKER/OBSERVER COMMUNICATION: Continue to provide ongoing communication and updates to poll workers using a variety of communication vehicles in order to attract and retain qualified workers.</b>	CEOC ITFE	H		
4.3.1	Provide ongoing communication throughout the year with past and present poll workers, using a variety of communications channels – such as a newsletter, postcards, and e-mail.	CEOC04 #58, p8		Elections concurs with this recommendation and recognizes further effort and coordination is necessary in this regard. Currently, a regular newsletter for poll workers is mailed to poll workers quarterly emphasising procedures and changes in laws. In addition an Inspector Bulletin is created for each election with specific reminders and notices.	√
4.3.2	Communicate more effectively with poll workers.	ITFE-TR-Communications, p20		Same as above.	√
4.3.3	Include clarification of any mandates specified by state and federal law – such as the Voting Rights Act Section 203 Limited English Proficient voter assistance.	CEOC04 #80, p42		See response to CEOC04 #75 (item 4.8.17). Done and considered a best practice by EAC.	√
4.3.4	Solicit feedback from observers, perhaps through party coordinators.	CEOC04 #94, p45		During the 2004 Gubernatorial recount, REALS conducted nightly meetings with the parties' observer coordinators. In preparation for the new 2004 pick-a-party primary, political party liaison groups were formed to share information and solicit feedback. In 2005, in conjunction with our public engagement activities/contract, a commercial focus group was conducted with political party observers. This effort continues weekly through observer solicited feedback. Frequent meetings are held with political party chairs.	√
4.3.5	Review and summarize observer feedback during post-election debriefing meeting.	CEOC04 #95, p45		Done through feedback box.	√



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4. SYSTEMS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
4.4	<b>MEDIA COMMUNICATIONS: Continue to refine media plan to ensure KCE leadership is available, visible, and can adequately manage media relations.</b>	CEOC EC	H	Media Training session scheduled for 2/26/07 as part of the KCE Leadership University Program.	
4.4.1	Continue to ensure that Elections Director or the Superintendent of the Elections is available to media during highly-visible election cycles.	CEOC06 #55, p33		Addressed in OE Plan.	√
4.4.2	Seek feedback from the media to assess the effectiveness of Elections Division communications and to ask what needs improvement.	CEOC06 #56, p33		Addressed in OE Plan. Ongoing effort.	√
4.4.3	SOS/HSN: Improve external communications with media.	CEOC04 #SOS		The addition of a Communications Specialist has provided significant assistance with public outreach and communication. REALS has provided pre-election media briefings for primaries and General elections.	√
4.4.4	The REALS Division Director should ensure that the elections media plan is fully and effectively implemented to facilitate external communications and to help restore public confidence.	EC #6, p106		Media plan implemented and refined after each election. It is being further examined and refined on a continuing basis.	√
STAFF DEVELOPMENT SYSTEMS					
4.5	<b>PERFORMANCE EVALUATION &amp; FEEDBACK: Develop and implement clearly defined performance and accountability measures for division, management, staff, and all participating election personnel.</b>	CEOC ITFE EC	H		
4.5.1	Establish clearly defined responsibilities, authorities and accountabilities for each position. Establish individual performance metrics at all levels to achieve structured evaluations that will support rewards, promotions and disciplinary actions.	CEOC06 #15, p15		Addressed in OE Plan.	√
4.5.2	Give management the tools needed to ensure staff performance and accountability. Work with the unions to negotiate agreements that do not impeded control over performance of staff. We believe everyone wants to have quality elections. Operational adjustments may be required.	CEOC06 #16, p15		Addressed in OE Plan. In progress with ongoing discussions in program measurements.	√
4.5.3	Develop individual and group performance measures and hold everyone to the same standards of accountability.	CEOC06 #51, p30		Addressed in OE Plan.	√
4.5.4	Ensure all labor agreements provide for sufficient management flexibility while protecting employees from capricious or unfair treatment.	CEOC06 #52, p30		Addressed in OE Plan.	√
4.5.5	Suggested Minimum Standard: Employee satisfaction and related measures (such as turnover and absenteeism) are measured and made a part of supervisory performance evaluations.	CEOC04 #9, p29		This is a key responsibility of the Quality Assurance unit (2 positions) within Elections. New employee orientation is standardizing this effort.	√
4.5.6	Suggested Minimum Standard: The Elections Section demonstrates service quality or cost-effectiveness improvement over time.	CEOC04 #10, p29		This is a key responsibility of the newly established Quality Assurance unit (2 positions) within REALS. We are currently in the recruitment/selection process for these positions.	√
4.5.7	Suggested Measurements: The Elections Section should develop its own performance measurements for management standards.	CEOC04 #11, p29		This is a key responsibility of the Quality Assurance unit within Elections. We are currently in the recruitment/selection process for four vacancies and three new positions.	√

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4. SYSTEMS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
4.5.8	Suggested Measurements: Areas for improvements by individuals identified in annual performance reviews are demonstrably reduced or eliminated by the time of the next review.	CEOC04 #50, p38		In conjunction with the 2004 election contest, ## supervisory and management staff within the Elections Section were issued Performance Improvement Plans (PIPs). These PIPs are monitored on a weekly basis through interactive sessions with the REALS Assistant Director.	√
4.5.9	Define Qualities of Election Leaders	ITFE-TR-Leadership, p18		Ongoing	√
4.5.10	Hold Elections Leadership Accountable	ITFE-TR-Leadership, p18		Ongoing	√
4.5.11	The Elections Section should establish a poll worker performance tracking and evaluation program that can be used to improve poll worker performance through effective coaching, counseling and training.	EC #15, p43		Although more work remains, there has been progress. Canvass now records errors and these error logs are returned as feedback to inspectors in training classes. This is a good beginning and can be expanded by incorporating information from other processes such as troubleshooter logs.	√
4.5.12	Establish uniform standards for evaluating all employees.	ITFE-TR-Culture and Morale, p19		Work and progress is being made to establish a formal process.	
4.6	<b>RECOGNITION PROGRAM: Develop and implement recognition programs as a way to reward and recognize job importance and to aid in worker retention.</b>	CEOC	H		
4.6.1	Develop a poll worker recognition program.	CEOC04 #59, p41		REALS concurs with this recommendation. To date, we have not developed such a program. We are aware of other counties programs, which can serve as a model.	
4.6.2	Provide recognition of importance of job – pride in civic participation, high morale.	CEOC04 #73, p43		Further efforts in this regard are needed. References to this effect were included in the poll worker training video.	
4.7	<b>RECRUITMENT, SELECTION, &amp; RETENTION: Continue to develop and refine recruiting policies, processes, and procedures to ensure generation of qualified and diverse talent pools.</b>	CEOC EC	H	<b>a) Recruitment for Elections Superintendent is underway;</b> <b>b) Administrative structure completed "Organigraphs" as first step in organizational analysis;</b> <b>c) Deputy Superintendent positions reviewed and re-classified to Program Manager positions.</b>	
4.7.1	<b>Key Elements &amp; Standards</b>				
4.7.1.1	County elected officials should hire elections managers with proven election expertise and sound management.	CEOC04 #1, p26		Recruitment for Elections Superintendent will follow.	√
4.7.1.2	Before making any changes to the administrative structure of the Elections Section, it is important to ask whether such a change would ensure the above recommendations [See CEOC04 #1, p27 & CEOC04 #2, p26].	CEOC04 #3, p27		Structure will be an element of the Organizational Effectiveness Plan. The first step was staff preparation of "Organigraphs" illustrating how the organization really works today.	√
4.7.1.3	Establish institutionalized recruiting policy, process, and procedures that are documented, repeatable, measured, and continually improved.	CEOC04 #61, p41		Some work has been completed in this area by the poll worker coordinator. Further efforts and documentation are necessary to fully comply with the recommendation.	√
4.7.1.4	Use targeted advertising as a regular part of the recruiting effort to promote diversity and find bilingual workers – Chinese, which is currently required by the Voting Rights Act – and languages such as Spanish – in certain polling places.	CEOC04 #62, p41		Extensive efforts have been implemented to assist in the recruitment of bi-lingual poll workers. These include contact with local college and university language programs, targeted advertising, mailings, etc. Elections works closely and cooperatively with the Section 203 Community Coalition in these efforts.	√

# Updated Elections Recommendation Matrix

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4. SYSTEMS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
4.7.1.5	Regularly recruit for Chinese speaking poll workers.	CEOC04 #99, p46		Recruitment of bi-lingual poll workers is ongoing. Elections has employed a system that included placement of bi-lingual poll workers at specific poll sites determined to have the highest need for bi-lingual services as well as employing roving bi-lingual poll worker assistants throughout the county.	√
4.7.1.6	Ask party coordinators to recruit Chinese speaking workers	CEOC04 #100, p46		This request has been made. Most bi-lingual poll worker recruitment has been accomplished through the Minority Language Coordinator and coordinated efforts with the Section 203 Community Coalition.	√
4.7.1.7	HSN: Lift the County hiring freeze and fill the two vacancies in voter registration with regular staff and not be forced to live with the vacancies or rely on extra help or temporary limited term positions.	CEOC04 #HSN, p20		There is no hiring freeze in effect. Elections is authorized to recruit and fill vacancies as they occur. In recognition of the weighted reliance on temporary labor, Elections asked for a supplemental budget appropriation in 2005 seeking 14 new, permanent positions.	√
4.7.1.8	The REALS Director should request the services of the King County Human Resources Department in performing a study of the Elections Section management and supervisory positions, and develop job descriptions and classifications that will attract high-caliber, experienced candidates to fill vacant positions.	EC #2, p106		a) Former Deputy Superintendent positions now reclassified to Program Managers. Recruitment underway. B) Waldron & Company is doing this.	√
4.7.1.9	The Elections Section should continue to expand its efforts to recruit sufficient bilingual poll workers in compliance with Section 203 of the Voting Rights Act.	EC #16, p108		They met the recommendation regarding bilingual poll workers.	√
4.7.2	<b>Measurements</b>				
4.7.2.1	Evaluate the governing guidelines and study the feasibility of instituting split shifts for the long 15-hour day (for Poll Workers).	CEOC04 #60, p41		This issue has been discussed internally as well as with poll workers. Elections is piloting split shifts with Partnership in Democracy program seeking corporate, nonprofit and educational sponsorship of polling places 6/08.	√
4.7.2.2	Use multiple resources to supplement political party lists.	CEOC04 #63, p41			√
4.7.2.3	Monitor the effectiveness of the political party efforts to recruit enough qualified poll workers.	CEOC04 #66, p42		Some work has been completed in this area by the poll worker coordinator. Further efforts and documentation are necessary to fully comply with the recommendation. Results in 2004-05 have shown measured improvement in filling all positions.	√
4.7.2.4	Suggested Minimum Standards: Poll voters feel welcome, because they see a diverse group of poll workers representing a variety of backgrounds.	CEOC04 #67, p42		Specific measurements will be established through the Quality Assurance unit.	
4.7.2.5	Suggested Measurements: Vacant positions are reduced by a targeted percentage	CEOC04 #68, p42		Low attrition rate as of May 2008.	√
4.7.2.6	Suggested Measurements: A maximum level of annual turnover should be established and used as a benchmark.	CEOC04 #69, p42		Measurement not established but significant recruiting efforts have been made and vacancy rate is low as of 5/08.	
4.7.2.7	Diversify pool of poll workers	ITFE-TR-Training, p21		Minority language effort.	√

# Updated Elections Recommendation Matrix

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4. SYSTEMS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
4.8	<b>TRAINING &amp; DEVELOPMENT:</b> Develop and maintain appropriate training opportunities and resources for all KCE staff and workers. Ensure that adequate resources are appropriated to support training needs.	CEOC ITFE EC	H	a) KCE Training Coordinator in place; b) KCE Leadership University developed includes scheduled modules on creating "Organigraphs", How to Conduct Effective Meetings, Time Management, Change Management, Project Management, Assertive Communications, Managing & Supervising Individuals and Teams.	
4.8.1	<b>Key Elements &amp; Standards</b>				
4.8.1.1	Develop specific programs to enhance the skills and retention of competent employees throughout the organization.	CEOC06 #2, p8		Addressed in OE Plan.	√
4.8.1.2	Provide ongoing training for all staff; provide supervisory training for all those who supervise staff (both regular and seasonal) and management. Provide training in strategic planning for mid- and upper-level managers.	CEOC06 #18, p15			√
4.8.1.3	Examine job requirements and see how they match up with employee skill sets. If necessary, provide sufficient training for employees to be successful in their current jobs or reassign them. Work collaboratively with the union or non-represented employees in this process.	CEOC06 #50, p30		Addressed in OE Plan. Done in accordance with the Human Resources Division.	√
4.8.1.4	The Elections Section managers should take time away from the usual "firefighting" tasks on a regular basis to learn and implement best practices for management of their workers. The effectiveness of these activities should be measured.	CEOC04 #4, p7		While this remains difficult to achieve in the current environment, efforts have been made in this regard. These activities have included lead workers, supervisors and managers participation in the Washington State Elections Administrators' Conference; Special Election observation in Clark County; Extensive participation and attendance at the DIMS Users Conference. Additionally, the director participates on a National Election Reform Task Force and attended a symposium on best practices related to the Help America Vote Act co-sponsored by the National Council of State Legislators and the National Association of Secretaries of State.	√
4.8.1.5	Suggested Minimum Standard: Everyone with significant supervisory responsibilities is appropriately qualified and participates regularly in continuing education concerning the management of people.	CEOC04 #8, p29		All managers, supervisors and leads are Washington State Certified Elections Administrators through the Office of the Secretary of State. All program managers are currently enrolled in CERA certification through the Auburn University in Alabama with another PM to be certified in August 2008. The director will support the Superintendent of Elections in pursuing national certification as well. Management and staff training has been emphasized.	√
4.8.1.6	Suggested Minimum Standard: Permanent and temporary staff is adequately trained.	CEOC04 #18, p30		Significant improvement in training for regular and temporary staff has been made each year since 2005.	√

# Updated Elections Recommendation Matrix

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4. SYSTEMS					
	Recommendation Description	Source	Priority (H/M/L)	Status	Completed
4.8.1.7	The Elections Section should create a formal training plan and commit the resources necessary to implement it.  UPDATE: Develop and maintain a high quality training for regular and seasonal employees.	CEOC04 #41, p37 CEOC06 #1, p8		All managers and supervisors are enrolled in the Human Resources Training Divisions management training. Better documentation and professional evaluation of the use of training resources is acknowledged. Staff teambuilding training, DIMS training (repeated), and professional training in desktop computer applications have been provided for all Elections staff.	√
4.8.1.8	Needs analysis, training development, and training delivery should be performed by either consultants or internal staff who have developed recognized qualifications.	CEOC04 #42, p38		See response to CEOC04 #41.	√
4.8.1.9	The Section's training must ensure there is sufficient cross-training of workers to ensure smooth operations and better teamwork. This includes the need for a significant number of section leaders to have elections certification.	CEOC04 #44, p38		a) Limited cross-training has occurred since this recommendation was made and has been successful. b) A lot done in Technical Services - election day schedules are being used with people to learn and use the system better. c) Three permanent staff cross-trained on maintenance module in VRDB.	√
4.8.1.10	Work to increase the number of employees who are state-certified through the Secretary of State's election certification program.	CEOC04 #45, p38		All managers, supervisors, and leads are Washington State Certified Elections Administrators through the Office of the Secretary of State.	√
4.8.1.11	Continue to train employees on internal policies and procedures.	CEOC04 #46, p38		This will be a key responsibility of the Training Coordinator. Elections has allocated more significant resources to training and proposed training programs in the 2004-05 timeframe than any time in the past. Better documentation and professional evaluation of the use of training resources is acknowledged.	√
4.8.1.12	Provide training in requirements of HAVA and the new primary system, accommodating the high turnout expected in the November presidential election.	CEOC04 #47, p38		Training in new legislation, the Help America Vote Act and the new 2004 primary (and the now-defunct top-two primary) has been provided through the Office of the Secretary of State at special workshops and at the annual Washington State Election Administrators' Conferences. King County attendance at these training sessions has been significant.	√
4.8.1.13	Train all poll workers annually.	CEOC04 #70, p42		Elections has gone beyond this recommendation requiring poll worker training annually as well as election-date specific training for all elections since the 2004 primary.	√
4.8.1.14	Recognize and provide resources for poll worker training to meet current and future needs.	CEOC04 #71, p43		Recommended resources have been allocated to provide the training listed in the response to CEOC04 #70, p42.	√
4.8.1.15	Make sure that poll workers know the Election Day resources that are available – such as the trouble desk and roving troubleshooters.	CEOC04 #72, p43		This has been accomplished. The election day help desk and troubleshooter programs have both been expanded to ensure capacity for responding to poll worker issues and questions. Currently, we are looking at piloting a project in the 2005 primary using handheld computer technology and answer support software to further augment the help desk and troubleshooter programs.	√
4.8.1.16	Include training in how to accommodate voters who must vote while they are seated.	CEOC04 #74, p43		This will be addressed comprehensively through the DAVE project in conjunction with implementing accessible voting equipment in 2006.	√

# Updated Elections Recommendation Matrix

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4. SYSTEMS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
4.8.1.17	Prepare a video for orientation, training and citizen education. Everyone should know how the system works both for absentees and those who vote at the polls, what the safeguards are, and the importance of the process.	CEOC04 #75, p43		An orientation video covering new legal requirements and cultural sensitivity issues was incorporated in to the Inspector training for 2004. Additionally, a video will be produced when King County moves to all VBM.	
4.8.1.18	Develop separate training sets for new and returning poll workers.	CEOC04 #76, p43		See response to CEOC04 #70, p42.	√
4.8.1.19	Administer proficiency test at the end of the training sessions.	CEOC04 #77, p43		This specific recommendation has not been implemented. However, an interactive review of material covered in the training sessions was incorporated into the 2004 training curriculum. Additional methods are also being considered.	
4.8.1.20	Consider use of computer-based training (CBT).	CEOC04 #78, p43		Preliminary research was conducted on this training option prior to the 2004 primary. Further research and evaluation is needed.	√
4.8.1.21	Include sensitivity/diversity training as part of the curriculum (for regular workers also).	CEOC04 #79, p43		See response to CEOC04 # 75, p43. This was also addressed in the Inspector bulletin and in Inspector training for the General Election.	√
4.8.1.22	Give trainers the tools they need, including courses in training..	CEOC04 #81, p43		The training model since 2004 included staff training all Inspectors and a train-the-trainer program for the training of Judges.	√
4.8.1.23	Workers should be trained in procedures and always have a copy of the documented procedures they are performing.	CEOC04 #91, p44		Elections concurs with this recommendation. The training program and materials produced and implemented for the 2004 recount are an example of efforts in this regard. Training for temporary workers will be incorporated in the written training plan developed by the Elections Section Training Coordinator. Elections has implemented a skills assessment and work skills testing process for temporary workers in an effort to establish a minimum skill level and experience during the recruitment process.	√
4.8.1.24	If available, distribute training curriculum provided by Secretary of State to all observers and temporary workers.	CEOC04 #93, p45		While some orientation materials were provided – and development of others began – further work and implementation of the recommendation is needed.	√
4.8.1.25	Follow the Secretary of State's Office requirements for training observers.	CEOC04 #96, p45		Elections complies with state requirements for election observers.	√
4.8.1.26	Provide to observers a written copy of the procedure they are observing.	CEOC04 #97, p11		a) See response to CEOC04 #93 (DS: Training & Development). b) Technical Services needs to develop these for their procedure documentation.	√
4.8.1.27	Provide training in security to all election managers, regular staff, temporary election workers and observers.	CEOC04 #126, p50		a) The importance of security and an overview of all security policies, procedures and protocols are inherent in existing training programs. Security is specifically referenced in poll worker training materials. Security will be prioritized in the development of a formalized Elections Section training program, will be addressed through the Quality Assurance unit, and in the written Security Plan. b) This is part of the Security Plan submitted on 11/16/06.	√

# Updated Elections Recommendation Matrix

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4. SYSTEMS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
4.8.1.28	All key workers at these facilities should be trained in these procedures and have them easily accessible in writing. Troubleshooters in the field on Election Day should have these (emergency preparedness) procedures with them.	CEOC04 #140, p53		In cooperation with the King County Sheriff's Office, Elections provided emergency/security guidelines to poll workers and troubleshooters in the 2004 election cycle and since then. The same cooperative arrangement resulted in law enforcement briefings leading up to the elections with information on polling place locations and activities.	√
4.8.1.29	The Elections Section should continue providing opportunities for hands-on training, role-playing, visualization of new procedures, questions and answer sessions in the future.	EC #14, p107		Poll worker training met the audit recommendation. The manual was completely updated between elections.	√
4.8.1.30	Improve poll worker training	ITFE-TR-Communications, p20		Completed.	√
4.8.1.31	Establish agency wide training plan	ITFE-TR-Training, p21		Completed.	√
4.8.1.32	Establish an elections academy	ITFE-TR-Training, p21		KCE Leadership University through Waldron & Company	√
4.8.1.33	Create an orientation program for new hires.	ITFE-TR-Training, p21		a) Some work has been started, but not complete. Technical Services will be working to create forms and on-boarding materials soon. Checkout procedures are also needed.	√
4.8.1.34	Improve documentation and manuals	ITFE-TR-Training, p21		NA	√
4.8.2	<b>Measurements</b>				
4.8.2.1	Poll workers assigned to DAVE machines should be trained in the use of the equipment and in working with persons with disabilities.	CEOC06 #39, p24		Addressed in OE Plan.	√
4.8.2.2	Suggested Measurements: Dollar return on investment is 120% or better for all training in which a means for measurement can be identified.	CEOC04 #5, p38		a) Effectiveness of training and establishment of performance measures and benchmarks will be developed through the Training Coordinator and the Quality Assurance unit. b) More organized approach at the division level to training since 2005.	
4.8.2.3	Suggested Measurements: X percent of regular Elections Section staff are certified. Poll workers have X hours of training (could be differentiated by type of job).	CEOC04 #21, p30		The Quality Assurance unit will develop standards for measuring performance. The Training Coordinator will establish minimum training standards and will monitor participation and completion of certification courses. Currently, all leads, supervisors and Assistant Superintendents have either completed or are in the process of completing the Washington State Elections Administrator Certification program. Starting with the 2004 fall election cycle, minimum training requirements for poll workers have been in effect at 3 hours for Inspectors and two hours for judges per election.	√
4.8.2.4	Training effectiveness should be measured based on sustained positive changes of behavior in participants.	CEOC04 #43, p38		Effectiveness of training and establishment of performance measures and benchmarks will be developed through the Training Coordinator and the Quality Assurance unit.	√



# Updated Elections Recommendation Matrix

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4. SYSTEMS					
	Recommendation Description	Source	Priority (H/M/L)	Status	Completed
4.8.2.5	Suggested Minimum Standards: The training needs of all employees are regularly assessed and met.	CEOC04 #48, p38		Effectiveness of training and establishment of performance measures and benchmarks will be developed through the Training Coordinator and the Quality Assurance unit.	√
4.8.2.6	Suggested Minimum Standards: Training effectiveness is measured based on employee behavior one and three months after training.	CEOC04 #49, p38		Effectiveness of training and establishment of performance measures and benchmarks will be developed through the Training Coordinator and the Quality Assurance unit.	
4.8.2.7	Assess effectiveness of training by measuring desired outcomes.	CEOC04 #82, p44		Specific measurements and evaluation tools will be established through the Quality Assurance unit.	
4.8.2.8	Track the source of problems reported to the Trouble Desk on Election Day to determine if they are caused by gaps or deficiencies in training or attributable to a procedural problem.	CEOC04 #83, p44		Logs collected from the help desk program are collected, reviewed and referenced in developing training materials and feedback for each election. This process can be improved and enhanced through a formal training program within the Elections Section.	√
4.8.2.9	Suggested Minimum Standards: Professional and welcoming atmosphere for all voters who come to the polls.	CEOC04 #84, p44		Specific measurements and evaluation tools will be established through the Quality Assurance unit.	√
4.8.2.10	Suggested Minimum Standard: There is ongoing improvement in the rate of technical errors.	CEOC04 #85, p44		Specific measurements and evaluation tools will be established through the Quality Assurance unit.	√
4.8.2.11	Suggested Minimum Standards: Poll workers understand how absentee system works.	CEOC04 #86, p44		Specific measurements and evaluation tools will be established through the Quality Assurance unit.	√
4.8.2.12	Suggested Minimum Standards: Provisional ballots are issued appropriately.	CEOC04 #87, p44		Specific measurements and evaluation tools will be established through the Quality Assurance unit. New provisional ballot requirements will allow for a more thorough evaluation of the accuracy of poll workers.	√
4.8.2.14	Suggested Measurements: No improper conduct is observed or reported.	CEOC04 #89, p44		Specific measurements and evaluation tools will be established through the Quality Assurance unit.	√



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4. SYSTEMS					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
BUDGET SYSTEMS					
4.9	<b>BUDGET SYSTEMS: Continue to ensure that funds and resources necessary to run elections are appropriately funded and allocated.</b>	CEOC	H		
4.9.1	Elections should be a core function of County government and must be funded adequately to ensure public confidence.	CEOC04 #12, p30		Elections believes that the county has recognized elections as a core function of county government. Based on issues associated with the 2004 elections, the Council and Executive have continued to fund the Elections Division as a priority.	√
4.9.2	The County needs to closely examine the financial requirements of elections every year to ensure that funding is sufficient. This can be accomplished in part by analyzing the number and type of elections to be held in the next calendar year.	CEOC04 #13, p30		This process is completed in conjunction with the annual budgeting process.	√
4.9.3	Both operating and capital needs must be regularly evaluated.	CEOC04 #15, p30		This process is completed in conjunction with the annual budgeting process. Significant documentation and tracking has been conducted in concert with advocating for a consolidated elections facility.	√
4.9.4	Expense categories must be sufficiently detailed to track cost effectiveness over time as compared internally and to comparable jurisdictions.	CEOC04 #16, p30		Greater detail has been provided with election cost allocation documentation. Quality Assurance manager measurements suggest this is a poorly engineered question.	
4.9.5	Suggested Measurements: All statutory deadlines have been met.	CEOC04 #20, p30		a) All statutory deadlines were met during the 2004 election cycles and in all elections since.	√
4.9.6	Suggested Minimum Standard: Staffing levels are adequate to meet federal, state and local mandates/deadlines.	CEOC04 #17, p30			√

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5. STRUCTURE					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
5.1	<b>ROLES &amp; RESPONSIBILITIES: Continue to review and adjust roles and responsibilities in order to meet strategic business goals and objectives.</b>	CEOC EC ITFE	H		
5.1.1	SOS/HSN: adequate programming staff and that these employees be Elections Section staff with significant experience working in elections.	CEOC04 #SOS/HSN, p22		See responses to CEOC04 #29, p35 through CEOC04 #33, p35 (see items 5.1.2 and 5.1.6).	√
5.1.2	Because quality information technology is so critical to conducting free and fair elections, the Elections Section must have adequate, reliable and dedicated IT support personnel and resources.	CEOC04 #29, p35		Elections concurs with this recommendation and has proposed the development of a Technical Support unit within the Elections Section – including a high level Technical Services Manager, systems analysts for both the EMVR and vote tabulation systems, a webmaster, and extended support for the Geographic Information Systems (GIS) unit.	√
5.1.3	IT support could be provided using a matrix management model, where ITS could provide a dedicated staff person to the Elections Section, chosen by ITS with the agreement of Elections, under the authority and management of the director of Records, Elections, and Licensing Services (REALS) and the Elections Superintendent.	CEOC04 #30, p35		REALS made the decision to adopt a primarily internal support model as described in the response to CEOC04 #29.	
5.1.4	Alternatively, the Elections Section could have its own IT staff and resources under the authority and management of the REALS director and Elections Superintendent.	CEOC04 #31, p35		Elections adopted this model. We are currently in transition to this model of primarily internal IT support.	√
5.1.5	In either case, the Elections Section's IT staff resources should be functionally integrated with the King County Information Technology Services division to provide additional expertise and backup.	CEOC04 #32, p35		See response to CEOC04 #29 and CEOC04 #30.	√
5.1.6	The REALS Director should make the decision about the IT model used.	CEOC04 #33, p35		The Director evaluated the options and proposed the internal support model that the county has adopted. We are currently in transition to this model of primarily internal IT support.	√
5.1.7	Continue with current usage of paid political observers.	CEOC04 #92, p45		Elections has continued and expanded the use of paid political party observers.	√
5.1.8	Consider establishing a position of provisional ballot judge for general elections in high turnout polling places.	CEOC04 #108, p48		Done in 2005 and assigned in each election since.	√
5.1.9	During recounts, place two election observers at or adjacent to counting stations.	ITFE-FR #4, p14			√

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5. STRUCTURE					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
<b>5.2</b>	<b>FACILITIES CONSOLIDATION: Continue momentum to move into a single consolidated, state-of-the-art elections facility that will optimize elections.</b>	<b>CEOC EC ITFE</b>	<b>H</b>	<b>A site in downtown Seattle and a site in Renton are currently being evaluated.</b>	
<b>5.2.1</b>	<b>Key Elements &amp; Standards</b>				
5.2.1.1	Consideration should be given to securing external assistance in the development of a detailed layout of space to improve the election processes and ensure the highest level of security (electronic, physical and deputies).	CEOC06 #4, p10		Addressed in OE Plan.	√
5.2.1.2	Action should be taken immediately to define the overall facility requirements, acquire the space and make it fully operable prior to the Primary Election in 2007.	CEOC06 #5, p10		Addressed in OE Plan.	√
5.2.1.3	There should be a transition and consolidation plan.	CEOC06 #6, p10		Addressed in OE Plan.	√
5.2.1.4	It is important that the functions currently included in the Elections Distribution Center on East Fir Street also be included in the consolidated facility. The facility should also include permanent space and technology for training employees. If the County elects to move to all vote-by-mail, the current functions performed at the EDC will be reduced and the space needed to process absentee ballots will increase. This will need to be factored into space planning for a consolidated facility.	CEOC06 #7, p10		The EDC will move to the consolidated facility in 2009 when the county moves to all mail voting.	√
5.2.1.5	Move into a single consolidated elections facility to promote better communication and work flow, achieve a feeling of inclusion and empowerment and create an esprit de corps. The lack of a consolidated facility creates a serious management issue as well as security and accuracy issues.	CEOC06 #14, p14		Completed in December 2007.	√
5.2.1.6	Continue consolidating and upgrading King County election facilities with the goal of a single state-of-the-art elections center by 2007. This is the single most important security recommendation the CEOC can make or that King County government can implement.	CEOC06 #33, p20		Addressed in OE Plan.	√
5.2.1.7	King County should strive to consolidate precincts. The County should work with political parties and other stakeholders to resolve the process of selecting Precinct Committee Officers in a way that would maintain their role without impeding the consolidation of precincts and polling places.	CEOC06 #44, p26		Addressed in OE Plan.	√
5.2.1.8	Consolidate the reporting of returns from small precincts, precincts with small turnout, or small vote-reporting categories, such as provisional ballots, as is done in other counties to preserve the secrecy of the ballot.	CEOC06 #45, p26		Addressed in OE Plan.	√
5.2.1.9	KC should reorganize and consolidate key parts of its elections operations	CEOC04 #27, p8			√

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5. STRUCTURE					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
5.2.1.10	All ballot processing should occur in a single facility which includes appropriate resources for materials handling, security, observations and basic comfort or election workers. Such a "permanent facility ought to be able to accommodate election date processing more efficiently and securely as well.	CEOC04 #28, p8			√
5.2.1.11	Provide even more space and better facilities for the main computer room, improve the physical separation of observers and the tabulation process within the computer room, and make it possible to accommodate observers without impeding the tabulation process.	CEOC04 #124, p50		See response to CEOC04 #123.	√
5.2.1.12	King County should continue to strategically manage its polling location inventory downward, identifying low-production locations and moving toward optimum sizing (which may be different for urban, suburban and rural areas). Note that this process will be significantly different if the County moves towards fewer precincts and/or all-mail balloting.	CEOC04 #143, p55		Significant work has been done with this area reducing the polls from 500+ to 398 as of 5/08.	√
5.2.1.13	The CEOC reviewed the issue of consolidating precincts, and believes it needs further study. Factors that need to be considered are:	CEOC04 #145, p56		This analysis is being conducted in association with the project to implement the disability access provisions of the Help America Vote Act.	√
5.2.1.14	SOS/HSN: Secure additional space in warehouse next door; Redesign layout for greater efficiency; Bring in more work stations for signature verification; Add shifts so equipment is fully utilized; Purchase more tabulating machines or if available, high speed tabulating equipment.	CEOC04 #SOS/HSN: 0.1, p21		Each of these recommendations was completed. Further research on available high-speed tabulation equipment is being completed as part of the transition to VBM.	√
5.2.1.15	Remote facilities should have monitored alarm and fire systems.	CEOC04 #142, p54		All facilities have alarm and fire systems.	√
5.2.1.16	Factors Determine a time for precinct consolidation. In the wake of HAVA, it may be less expensive to re-district the precinct at the time King County must produce a list for the Secretary of State's "master file."	CEOC04 #149, p56		This determination was made in concert with the implementation of the disability access provisions of the Help America Vote Act.	√
5.2.1.17	Factors: Create a working group that includes pro-consolidation representatives and anti-consolidation representatives. This group should include representatives of the major political parties, County Council, state legislative caucus, the Elections Section, the Municipal League, the League of Women Voters, and at-large members.	CEOC04 #150, p56		A stakeholder group similar to that which is suggested in this recommendation will be established in concert with the implementation of the disability access provisions of the Help America Vote Act and the transition to vote-by-mail.	√
5.2.1.18	Factors: Develop a list of alternatives to precinct organization currently established in state law such as: proposing state legislation that would make the number of precinct committee officers (PCOs) proportional to the number of registered voters in a precinct; or enabling county political parties to add additional PCOs to the ballots at their discretion.	CEOC04 #151, p56		The Director has consistently participated in legislative efforts of the Washington State Association of County Auditors and the Secretary of State's office advocating for policy changes that eliminate barriers to precinct consolidation.	
5.2.1.19	Plan first, then execute - King County Elections Section should stop making important business decisions without adopting comprehensive strategic plan, including those related to staffing and consolidating functions into one new building.	ITFE-TR-Business Planning, p20		VBM Plan, Security Plan and Voter Registration System Improvement Plan submitted to KC Council. OE Plan & Benchmarks due by 6/30/07	√

# Updated Elections Recommendation Matrix

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5. STRUCTURE					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
5.2.1.20	Improve ease of voting and accuracy of elections through poll site design.	ITFE-TR-Communications, p20		NA	√
5.2.1.21	The Elections Section should consolidate and locate the entire phone bank in a single area with proximity to other voter services as well as provide sufficient phone lines and space for phone bank staff and supervisors. (Also see related procedural and training recommendations under Recommendation 14.)	EC #13, p108		The audit report recommended consolidating the phone bank and providing sufficient space. This is dependent upon obtaining a new and larger facility.	√
5.2.1.22	The Elections Section should secure available funding from the Secretary of State's Office to retain a planner to complete a report documenting the accessibility status of its polling sites and to develop recommendations for improvement.	EC #17, p109		They have begun moving inaccessible polls.  They have begun process to receive funds and hire an analyst to assist in meeting goals.	√
5.2.1.23	King County should acquire or lease a consolidated elections facility.	EC #21-1, p110			√
5.2.1.24	The Elections Section should evaluate implementing additional professional practices, consistent with those in Appendix 4. This should occur after filling and assessing the impact of the 14 new management and staff positions recently authorized by the County Council.	EC #24-2, p112		The report indicates that the Elections Section adopted numerous new best practices, including 11 outstanding practices, in the areas reviewed during the elections operations audit. In addition, the QA manager has analyzed the EAC best practices of which 73 best practices are being followed.	√
5.2.2	<b>Measurements</b>				
5.2.2.1	Factors: Measure the effect precinct consolidation will have on turnout. Determine whether increasing precinct size leads to lower turnout, because precinct committee officers may not have a precinct size that is easily door belled by one person.	CEOC04 #146, p56		See response to CEOC04 #145 -- *Note there is no evidence linking decreased turnout to the size of a voting precinct.	
5.2.2.2	Factors: Determine the potential cost savings. Printing costs may or may not be reduced if there are fewer precincts and ballot styles.	CEOC04 #147, p56		See response to CEOC04 #145, p56 -- *Note analysis will demonstrate that there is significant savings in printing when the number of precincts and/or ballot styles is decreased.	
5.2.2.3	Factors: Determine if reducing the number of precincts and ballot styles would in fact reduce the likelihood of errors.	CEOC04 #148, p56		See response to CEOC04 #145, p56 -- *Note this is a commonly accepted assertion within the elections community.	

# Updated Elections Recommendation Matrix

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6. ENVIRONMENT					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
<b>6.1</b>	<b>OVERSIGHT: Continue to maintain independent oversight of the Elections Section via the CEOC.</b>	<b>CEOC</b>	<b>H</b>	<b>a) KC Council established CEOC oversight by ordinance.</b>	
6.1.1	Reauthorize the Citizens' Election Oversight Committee as an ongoing activity.	CEOC06 #57, p34		KC Council established the CEOC for on-going elections oversight in Ordinance 15453 May 9, 2006.	√
6.1.2	Maintain balanced membership of CEOC as has been the past practice.	CEOC06 #58, p34		Addressed in OE Plan.	√
6.1.3	Ensure oversight of elections is the primary responsibility of any new oversight committee. After each election, the committee should report on the election regarding things done well and things needing improvement. A new CEOC may also make recommendations to the County on elections-related issues. Continue to seek out and appoint experienced elections observers or provide training opportunities for new appointees.	CEOC06 #59, p34		Addressed in OE Plan.	√
6.1.4	Continue quarterly meetings, which are probably sufficient, in addition to observing elections.	CEOC06 #60, p34		Addressed in OE Plan.	√
6.1.5	Ensure future CEOCs monitor progress on implementing improvements as directed by the Council, drawing on the audit and reports that have been completed on King County elections.	CEOC06 #61, p35		Addressed in OE Plan.	√
6.1.6	King County should establish a means of periodic independent oversight of the Elections Section.	CEOC04 #23, p32		This is occurring through the re-establishment of the Citizens' Election Oversight Committee, an Independent Task Force on Elections appointed by the Executive, and an independent, external audit contract under the direction of the County Council. Additionally, Elections initiated a public engagement contract to provide feedback and data through commercial focus groups with random groups of voters, poll workers and election observers.	√
<b>6.2</b>	<b>OUTREACH: Expand outreach efforts to increase voter representation of underrepresented populations and to assist with poll worker recruitment and retention.</b>	<b>CEOC</b>	<b>H</b>		
<b>6.2.1</b>	<b>Key Elements &amp; Standards</b>				
6.2.1.1	Work with political parties to contact nonprofit groups that represent underrepresented populations.	CEOC04 #64, p10		Some work has been completed in this area by the poll worker coordinator. Further efforts and documentation are necessary to fully comply with the recommendation. Some work has been done in this area with Section 203 Coalition and Disability Advisory Committee	
6.2.1.2	Work with political parties to enlist the help of high schools and colleges, perhaps making poll work a means of gaining class credit.	CEOC04 #65, p10		Some work has been completed in this area by the poll worker coordinator. Further efforts and documentation are necessary to fully comply with the recommendation.	√
6.2.1.3	Increase outreach activities on multiple fronts – such as the National Asian Pacific American Legal Consortium (NAPALC) and local APA workshop held in January 2004.	CEOC04 #98, p46		Significant effort has been extended to provide outreach and information related to the Section 203 Voting Rights Act minority language requirements.	√
<b>6.2.2</b>	<b>Measurements</b>				
6.2.2.1	Have the outreach coordinator evaluate the success of recruiting and retaining Chinese speaking workers.	CEOC04 #101, p46		Documentation and measurement in this area of the Elections Section provides a model from which to build our comprehensive quality assurance activities.	

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6. ENVIRONMENT					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
6.2.2.2	Closely monitor what other jurisdictions are doing to comply with the requirements for alternative languages.	CEOC04 #103, p47		Some effort has been made to monitor what other jurisdictions are doing to comply with Section 203 requirements. King County has prioritized meeting the expectations of the Section 203 Community Coalition. King County's efforts in this regard have been highlighted in publications reporting on compliance with the minority language requirements.	
6.2.2.3	Suggested Minimum Standards: The number of Chinese speaking poll workers increases over time.	CEOC04 #104, p47		Documentation and measurement in this area of the Elections Section provides a model from which to build our comprehensive quality assurance activities.	
6.2.2.4	Suggested Minimum Standards: Strive for at least one Chinese speaking poll worker for targeted polling places.	CEOC04 #105, p47		Documentation and measurement in this area of the Elections Section provides a model from which to build our comprehensive quality assurance activities.	
<b>6.3</b>	<b>LEGISLATIVE ACTION: The following items require legislation in order to affect change and is beyond the span of control of the Elections Section.</b>	<b>CEOC ITFE EC</b>	<b>H</b>		
6.3.1	Make the auditor's position in King County a non-partisan, popularly-elected office.	CEOC06 #34, p22		Addressed in OE Plan.	
6.3.2	Reassign licensing and other non-elections related responsibilities of the Elections Division to other county departments.	CEOC06 #35, p22		Addressed in OE Plan.	√
6.3.3	The Primary Election should be held earlier in the year.	CEOC06 #46, p28		Addressed in OE Plan.	√
6.3.4	More time should be allowed for certification of the Primary Election.	CEOC06 #47, p28		Addressed in OE Plan.	√
6.3.5	A legislative change to allow one day between the cutoff for counting ballots and certifying the election should be supported.	CEOC06 #48, p28			
6.3.6	If the voting system has the ability to produce absentee results by batch, one batch from each machine, picked at random, should have one race hand counted to verify the accuracy of each machine.	CEOC04 #137, p52		This recommendation has not been fully evaluated at this time. Washington State law prohibits re-opening the sealed ballot containers and conducting additional counts of ballots unless a discrepancy or error has been identified – or in the case of a mandatory recount in a close race. (RCW 29A.60.110, 29A.60.210)	
6.3.7	Elevate the importance of elections within King County Government	ITFE-TR- Leadership, p18		NA	√
6.3.8	Change the date of the primary election to the first Tuesday of June.	ITFE-TR #5, p23		Changed to August.	
6.3.9	Reduce from six to four the number of elections held in Washington State during the calendar year	ITFE-TR #6, p23		NA	
6.3.10	Simplify the process of restoring voting rights for former felons.	ITFE-TR #7, p23		NA	
6.3.11	Provide that only one hand recount be conducted when necessary.	ITFE-TR #8, p23		State law dictates this.	√
6.3.12	Require that state and county elections officials receive all ballots by eight o'clock on election night, except for military and out-of state voters	ITFE-TR #9, p23		Would require a change in law by the state legislature. Unknown.	

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6. ENVIRONMENT					
Recommendation Description		Source	Priority (H/M/L)	Status	Completed
6.3.13	Consider a long-term change in elections governance and accountability.	ITFE-FR #2, p11		Unknown	√
6.3.14	The County Executive, in cooperation with the County Council, should strengthen the management structure of elections by elevating the Elections Section to division status with dedicated elections management reporting to the County Administrative Officer/Director of Executive Services.	EC #1		Done by County ordinance in 2007.	√
6.3.15	The County Council should consider proposing language to amend RCW 29A.80.051 so that the rules for electing precinct committee officers are more closely aligned with those used in the State Constitution for election of superior court judges.	EC #12, p33		Unknown.	
6.3.16	The County Council should consider proposing changes to Washington State law that permit candidate filing to begin and end earlier—possibly 60 days prior to Election Day—to allow for more time to mail absentee ballots for primary elections. In addition, the council should consider proposing an earlier date for primary elections, possibly in early June or late May, and allowing more time (up to 28 days) for the canvass.	EC #7, p23		a) Candidate filing is now earlier. N/A	
6.3.17	The County Council should consider proposing amendments to state statutes to allow final processing of absentee ballots one week prior to an election, but not releasing the official results until the poll ballots are counted on election night.	EC #18, p109		Would require a change in law by the state legislature. Unknown.	